



**Mainstreaming the Equality Duty Report
And Employee Information**

April 2021

1. INTRODUCTION

- 1.1 Tactran is the statutory Regional Transport Partnership (RTP) covering the Angus, Dundee City, Perth & Kinross and Stirling Council areas.
- 1.2 Regional Transport Partnerships are amongst those listed public authorities in Scotland that are covered by and have a duty to meet the requirements of the Equality Act 2010 and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.
- 1.3 Tactran's principal statutory role and duty is to create, develop and oversee the delivery of the statutory Regional Transport Strategy. The original Tactran Regional Transport Strategy 2008 – 2023 was prepared in accordance with the requirements of the Transport (Scotland) Act 2005 (the Act), subordinate regulations and associated Regional Transport Strategy (RTS) Guidance. The RTS 2008-2023 gained Ministerial approval in June 2008.
- 1.4 The Act requires that RTPs periodically review and update their Strategies to take account of and reflect changes to the policy, economic, social and environmental contexts within which the Partnership operates and which the RTS needs to reflect and influence. During 2014/15 and 2015/16 the Partnership undertook a comprehensive refresh of the RTS, in consultation with a wide range of key stakeholders, including equalities interests. A series of workshops and other consultations with key stakeholders informed updating of the RTS to take account of all relevant policy and other changes since approval of the RTS 2008 - 2023.
- 1.5 The RTS Refresh was also a focus for mainstreaming the equality duty during the 2-year equalities reporting period. A key part of the RTS Refresh process was the undertaking of an Equality Impact Assessment (EIA), which was informed by consultation with the Partnership's Equalities Forum and other equalities representatives, and a Strategic Environmental Assessment (SEA), in accordance with legislative requirements.
- 1.6 The Regional Transport Strategy 2015-2036 Refresh was formally approved by the Minister for Transport and the Islands in July 2015. Following approval of the RTS 2015-2036 Refresh the Partnership has undertaken a full review and updating of the RTS Delivery Plan. This included a comprehensive review and alignment with all relevant national, regional and local delivery/action plans which have emerged since the original RTS was approved in 2008. The updated RTS Delivery Plan 2016-2021 was approved by the Partnership Board on 14 June 2016. The Delivery Plan was subject to further review in the context of the Local Outcome Improvement Plans (LOIPs) and approved by the Partnership on 26 June 2018. Individual interventions included within the RTS Delivery Plan have been assessed for equalities and environmental impacts by the relevant delivery agency/partner in accordance with statutory obligations.

- 1.7 In 2020, the Partnership undertook to produce a new Regional Transport Partnership with the draft RTS scheduled for publication and consultation in Spring/Summer 2022. The [Consultation Strategy](#) for the new RTS was approved by the Partnership Board on 16 March 2021.
- 1.8 As part of the new RTS development process, a comprehensive Equalities Impact Assessment will be undertaken including consultation with appropriate disability groups and bodies. The EIA process will also inform future outcome setting and review and will reflect the upcoming changes to equalities reporting that are due to be published in 2021.
- 1.9 The RTS and associated RTS Delivery Plan seek to enhance social and economic wellbeing and public health; promote public safety and the safety of transport users; promote social inclusion; facilitate access to hospitals, clinics and other places where health services are provided; and encourage equal opportunities including through the observance and furtherance of statutory equal opportunities requirements.
- 1.10 RTPs are statutory Community Planning partners and Tactran is a signatory to the Community Plans and Locality Outcome Improvement Plans (LOIPs) covering its 4 constituent Council areas. Through its role in Community Planning the Partnership seeks to support and contribute to the achievement of a range of wider equalities outcomes identified within LOIPs. Tactran remains fully committed to actively inputting to and supporting Community Planning across the region and all 4 partner Council areas. The Partnership will contribute to the development and will reflect the priorities identified within the approved LOIPs, as required by the Community Empowerment (Scotland) Act 2015, as these evolve.
- 1.11 RTPs are also designated statutory “Key Agencies” within the Development Planning process. This reflects the importance of integrated strategic Land Use and Transportation policies and plans which support and promote sustainable and inclusive economic growth through the planning and delivery of sustainable and socially inclusive infrastructure, and development which enables inclusive accessibility to employment, health, education and other key services and facilities. Through its statutory role in contributing to, influencing and supporting Strategic and Local Development Plans and their related Action Programmes, Tactran seeks to ensure effective alignment of strategic Land Use and Transportation policy and delivery, including ensuring that all forms of land use and related development are served by a range of modes which are fully inclusive and provide accessible and sustainable travel choices for all sectors of the community.
- 1.12 An effective and accessible transport system which recognises and addresses the needs of all is a key part of, and underpins, an inclusive and prosperous society for all. By developing and delivering its RTS in an inclusive manner through its statutory roles as a Regional Transport Authority, Community Planning and Development Planning agency, and as a public sector employer, Tactran seeks to

meet and further its obligations under the General Equality Duty and Specific Duties.

2. EQUALITIES DUTIES

- 2.1. The Equality and Human Rights Commission (EHRC) has produced guidance on how listed public authorities can meet their requirements under the Equalities Act 2010 and the Equalities Act 2010 (Specific Duties) (Scotland) Regulations 2012.
- 2.2. The public sector equality duty covers the following protected characteristics: age; disability; gender; gender reassignment; pregnancy and maternity; race; religion or belief; and sexual orientation. The public sector duty also covers marriage and civil partnerships with regard to eliminating unlawful discrimination in employment.
- 2.3. The Equality Act 2010 defines three General Equality Duties which are to:
 - eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct;
 - advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and
 - foster good relations between people who share a protected characteristic and those who do not.
- 2.4. To comply with the General Duties a public authority must have due regard to all three of the above needs. Advancing equality of opportunity involves, in particular, having due regard to:
 - removing or minimising disadvantage suffered by people due to their protected characteristics;
 - taking steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people; and
 - encouraging people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low.
- 2.5. The Act also sets out that:
 - meeting different needs includes (among other things) taking steps to take account of disabled peoples disabilities;
 - fostering good relations means tackling prejudice and promoting understanding between people of different groups; and
 - meeting the general equality duty may involve treating some people more favourably than others.
- 2.6. The General Duties cover all listed public authorities when they are carrying out all of their public functions as service providers, as policy makers and as employers.

It covers all of the decisions made in the course of exercising public functions, not just policy development and “high level” decision making, and also covers services and functions which are contracted out.

- 2.7. In implementing the General Duties a public authority must keep in mind the following principles:
- those who exercise its functions must be aware of the duty and its requirements;
 - place equality considerations, where they arise, at the centre of policy formulation;
 - the duty is on decision makers personally, in terms of what they knew and took into account;
 - each need of the general duty must be considered as an integral part of the decision-making process;
 - the general duty must be complied with before and at the time a particular policy is under consideration; and
 - the impact of a policy or decision must be based on sufficient evidence and information about the effects of a policy and its implementation.
- 2.8. It is important that all Board Members, employees and advisors to Tactran are aware of and implement, with substance and rigour, the General Equality Duty and Specific Duties.

3. SPECIFIC DUTIES

- 3.1 The Specific Duties were created by the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 and are steps required to deliver the General Duties as outlined above.
- 3.2 Following the Partnership’s publication of required reports in April 2015, April 2017 and April 2019, the actions now required are to:
- publish an updated Mainstreaming the Equality Duty Report no later than 30th April 2021 which:
 - reports on progress made in making the General Duties integral to the exercise of its functions, so as to better perform that duty;
 - assesses and reviews progress on review of policies and practices to help better perform that duty;
 - includes an annual breakdown of and progress on using employee information gathered to better perform that duty;
 - uses information on Board Members to be gathered by Scottish Ministers and provided by them;
 - fulfils the requirement that information is published in an accessible manner.

- publish a report on progress towards achieving the Equality Outcomes aimed at enabling the Partnership to better perform the General Duties.

4. MEETING OUR DUTIES

Board Diversity

- 4.1 Listed bodies are required to publish and use information on the composition of their Members to promote greater diversity of Board membership. This information is to be gathered by Scottish Ministers and then provided to public bodies, to enable public bodies to report on steps taken, or intended to be taken, towards ensuring diversity in relation to the protected characteristics of those members.
- 4.2 During 2016 Tactran provided Scottish Government with the relevant contact information for all of its Board Members, to enable collection of this information. At the time of publishing this report the relevant information to enable reporting on this Specific Duty is awaited. The Equality & Human Rights Commission produced guidance on Board Diversity and the Public Sector Equality Duty published in October 2016, which the Partnership has since followed in seeking Council appointed members and making appointments of non-Council members. As a position statement, listed bodies are required to publish information on Board gender composition which, at 30 April 2021, was as follows:

	Female No.	Male No.	Total
Councillor Members	0	10	10
Non-Councillor Members	2	3	5
	2 (13%)	13 (87%)	15

- 4.3 The Council elections in May 2017 led to the appointment of Council members to serve on positions which make up two-thirds of the Tactran Board (10 out of 15 members). The Council member appointments made in June 2017 will continue through until the next Council elections in 2022 subject to vacancies occurring and replacements being nominated by the constituent Councils.
- 4.4 A combination of existing Council members not seeking re-election, coupled with the effects of electoral change, has led to changes to the existing membership and, potentially, composition of the Partnership Board. As vacancies arise, consideration will be given to further actions necessary to promote greater diversity of Board membership, having regard to progress made by Scottish Ministers on the provision of information on the protected characteristics of Board members. Consideration will also be given to development of Succession Planning, as recommended in Guidance issued by Scottish Government and EHRC along with targeted advertising for the appointment of non-Council Board appointments.

- 4.5 With regard to Council nominated vacancies, the Partnership will request that partner Councils have regard to both the principles of improving the diversity of public sector Boards and also relevant member skills and experience, as recommended in the Succession Planning Toolkit, when making their Councillor appointments and any replacements to the Tactran Partnership Board going forward.

Identifying the Functions and Policies Relevant to Equality

- 4.6 Tactran is a “Model 1” RTP with the responsibility to develop, monitor and oversee the delivery of the Regional Transport Strategy (RTS) for its area. This remains Tactran’s primary role and duty.
- 4.7 Many of the statutory duties and responsibilities for implementing key policy and delivery elements of the RTS ultimately rest with the Partnership’s constituent Councils, acting as statutory local roads and public transport authorities, amongst other duties/responsibilities. Responsibilities and duties in relation to the operation and maintenance of the national/strategic road and rail network rest with Transport Scotland and its agents, and with a range of public and private transport operators and providers.
- 4.8 Tactran is not, therefore, generally a direct provider of transport services or facilities. It seeks to influence, develop and improve transport policy and provision through the creation and promotion of the statutory RTS. This includes undertaking and funding feasibility studies and project design; promoting sustainable travel behaviour through Travel Planning and Active Travel support and promotion; development of inclusive Travel Information tools and strategies; and development of its Health & Transport Framework working with Community Planning Partnerships. Through working in partnership with and providing grant assistance to local authorities, other public bodies, transport operators, community groups and others, Tactran seeks to influence the development and delivery of inclusive transport policies, infrastructure, services and measures.
- 4.9 Through engaging individually and collectively with the Scottish and UK Governments, local authorities and with national, regional and local transport providers RTPs can strongly influence transport policy and related provision, including through the requirement for Councils, Health Boards and other public bodies to have regard to the statutory RTS when drawing up their own statutory documents and plans.
- 4.10 RTPs can also contribute to, support and influence the furtherance of the General Duties through their role as a statutory Community Planning and Development Planning agencies.

Tactran Regional Transport Strategy (RTS)

- 4.11 Legislation requires that Regional Transport Strategies are reviewed and updated periodically. During 2014/15 and 2015/16 the Partnership undertook a comprehensive review and updating of the RTS in consultation with a wide range of key stakeholders including equalities interests. In accordance with legislative requirements an Equality Impact Assessment (EIA) and Strategic Environmental Assessment (SEA) of the RTS 2015-2036 Refresh was undertaken.
- 4.12 Reflecting the importance of ensuring close alignment of strategic transport and land use policies and planning in addressing inequalities, the RTS Refresh was conducted in parallel with a review of the TAYplan Strategic Development Plan, which covers Angus, Dundee City and Perth & Kinross, and also took account of the emerging Local Development Plans for the Partnership's 4 constituent Councils and Community Planning Partnership areas, plus the Cairngorms National Park and the Loch Lomond & the Trossachs National Park.
- 4.13 The RTS Refresh and accompanying EIA was the subject of a 6-week period of consultation with stakeholders, including through the regional Equalities Forum, and by issuing for comment to groups and individuals representing equalities interests locally, regionally and nationally, during the spring of 2015. Prior to the 6-week formal consultation process a Draft EIA was issued to groups and individuals representing equalities interests and was also the subject of consultation with the regional Equalities Forum.
- 4.14 The Draft EIA noted that transport and accessibility affects all sectors and protected characteristics. Available evidence from research and statistics for each of the equality groups and protected characteristics was gathered and, where available, informed consultation on the Draft EIA. This identified availability of some information in relation to needs and experience on grounds of age, disability, gender and race, but also identified that there was little available information about the particular transport and travel needs or experiences for other protected characteristics including gender reassignment, sexual orientation, religion or belief and pregnancy and maternity. Comments and information gathered from this initial consultation were incorporated into a revised Draft EIA for formal stakeholder consultation.
- 4.15 Relevant issues noted and raised with particular relevance to the transport sector included:
- age is a significant factor in individual transport needs and requirements and ability to access, and dependence on, different modes of transport;
 - older and young people (16 – 24 year olds) are more likely to use local bus services than other adults;
 - cost of public transport is a major issue for young people (16 – 24 year olds);

- people with a disability or long-term illness are less likely to hold a full driving licence compared to people who report no disability/long-term illness;
- physically inaccessible transport vehicles, availability of information, the pedestrian environment, safety concerns and attitudes, and helpfulness of transport staff are amongst a number of barriers that older and disabled people face when undertaking journeys by foot and on public transport;
- disabled people make fewer journeys and are more reliant on public transport for making these journeys than the general population;
- adults with a disability or long-term illness are more likely to use a local bus service than those with no disability or long-term illness;
- access to health care is a major issue for older and disabled people who have no access to a car;
- adults from minority ethnic groups are markedly less likely to hold a driving licence than white ethnic groups;
- women make more use of local bus services than men;
- women have more limited access to cars than men;
- considerably fewer women than men have driving licences;
- women travel less in relation to their employment, are more likely to work closer to home and are more likely to walk or travel by public transport;
- journeys by women are more likely to involve a range of modes of transport, whereas journeys by men are more likely to involve only cars and walking.

4.16 Elements of the RTS which were amended, enhanced or added to reflect consultation and feedback on the EIA and RTS Refresh generally included policies and proposals to:

- develop a public transport network, including DRT schemes private hire cars and taxis, that is accessible to all and enables people to access the region's main centres of employment, retail, education and tourism;
- maximise the role and contribution of Community Transport, social enterprise and car clubs in improving general accessibility and social inclusion;
- ensure that health and transport provision are considered and planned in a coordinated manner and put into effect the regional Health & Transport Framework;
- make transport to healthcare accessible for all physically, socially and financially;
- improve quality of access to healthcare;
- promote infrastructure improvements to safely promote Active Travel options in both urban and rural environments;
- undertake detailed consultation with disabled representative groups and passenger transport operators to identify barriers to bus and coach travel;
- work with disabled representative groups and operators to identify and overcome barriers to rail travel (expanding previous and similar policy relating to bus travel);

- work with Transport Scotland, operators and local authorities to explore opportunities for the provision of multi-operator, multi-modal and multi-journey tickets including the use of smartcard technology;
 - lobby the Scottish Government for concessionary fares schemes to include non-registered Community Transport services.
- 4.17 The Partnership approved the finalised [RTS 2015-2036 Refresh](#), and accompanying EIA and SEA, on 16 June 2015 and this was formally approved by the Minister for Transport and the Islands in July 2015.
- 4.18 Publication of the finalised RTS Refresh 2015-2036 included an [Easy Read Version](#), which was recommended by and developed in consultation with the Equalities Forum.
- 4.19 Consultation on the [RTS Main Issues](#) confirmed that the original RTS Vision and Objectives remain valid and the core policy intent and direction of the RTS is unaltered. The RTS Refresh horizon of 2036 was extended beyond the 15 year timeframe suggested in the Act and Guidance to align with the second TAYplan Strategic Development Plan, which covers much of the Tactran region. A number of revisions and updating made to RTS policies and proposals are aimed at supporting regional economic prosperity; connecting communities and being socially inclusive; and promoting environmental sustainability and improved health and wellbeing.
- 4.20 The approved RTS 2015 - 2036 Refresh and update [RTS Delivery Plan](#) 2016-2021, approved in June 2018, contain a range of objectives, policies, proposals and planned interventions that are designed to promote equality of accessibility for all sectors of the community, including those who suffer from disability, social exclusion as a result of multiple social deprivation, and those who are unable to use public transport for fear of personal security. The overall objectives of the Strategy are:
- **Economy** – to ensure transport helps deliver regional prosperity;
 - **Accessibility, Equity and Social Inclusion** – to improve accessibility for all, particularly those suffering from social exclusion;,,
 - **Environment** – to ensure the transport system safeguards the environment;
 - **Health and Wellbeing** – to promote health and wellbeing of individuals and communities;
 - **Safety & Security** – to improve real and perceived safety and security;
 - **Integration** – to improve integration between transport modes and other policy areas.
- 4.21 The **Accessibility, Equity and Social Inclusion** objective has particular relevance to the equalities duty. This has 5 relevant sub-Objectives, which are to:
- improve access to employment;

- improve access to public services, including health and education;
 - improve access to retail, recreation, leisure and tourist facilities;
 - reduce severance and social and economic isolation caused by transport or lack of it; and
 - improve the accessibility and inclusivity of the transport system.
- 4.22 From these high level objectives various policies and interventions support the aim of addressing inequalities in access to jobs, health facilities, education, shops and leisure and recreation facilities. By seeking to pursue and address these issues and objectives in a non-discriminatory way, Tactran strives to achieve and improve equality of accessibility for all citizens and visitors and in line with addressing the various and specific needs and experiences of protected characteristic groups as identified in available research and statistics and through consultation on the RTS EIA.
- 4.23 In 2020 it was agreed that Tactran would develop a new RTS for the region with consultation on the Main Issues Report commencing in April 2021. As part of the RTS development, an equality impact assessment will be undertaken which will include consultation and engagement with appropriate bodies and stakeholders. [This consultation strategy](#) was approved by the Tactran Partnership Board on 16 March 2021 and will feed into future reviews of Equality Outcomes for Tactran.
- 4.24 As a strategic, regional body Tactran will seek to ensure that equalities interests are specifically identified and addressed through ongoing development and implementation of the RTS Delivery Plan, detailed RTS sub-Strategies and frameworks for Strategic Connectivity; Health & Transport; Active Travel; Travel Planning; Buses; Park & Ride; Rail; Freight and Travel Information, plus through related consultation forums and other elements of RTS policy and delivery.
- 4.25 Responsibility for local policy and delivery of a number of key elements of the RTS - e.g. public transport service and infrastructure provision - remains with Tactran's constituent Councils and various transport service providers. Where such services and facilities are delivered by constituent Councils and/or other public/private sector partners, the relevant agencies' equalities policies and processes for consultation with equalities groupings will apply and be accountable.
- 4.26 The [RTS 2015-2036 Refresh](#) and [RTS Delivery Plan 2016-2021](#) are available for inspection and can be downloaded free of charge from the Partnership's website www.tactran.gov.uk.

Assessing and Consulting on the Impact of our Policies

Assessment

- 4.27 The RTS was developed and assessed in line with STAG (Scottish Transport Appraisal Guidance) principles. The STAG process examined the strategy in

terms of Economy, Accessibility, Environment, and Safety and Health indicating the overall impact of the strategy in these areas.

- 4.28 The RTS recognises that transport affects all sectors of society and that particular groups and sectors rely more heavily on transport services and related facilities. It identifies a number of key issues in relation to the regional transport network, including:
- the need to overcome barriers to public transport use, including improvement to disabled access on and when boarding public transport and at key interchanges, including bus and rail stations;
 - the need for Demand Responsive Transport provision in rural and other areas where conventional bus services tend to be less available or frequent, or for those who are unable to make use of conventionally operated bus services;
 - the need for high quality and accessible public transport information which is available in a variety of formats and mediums, including for travellers with special needs.
- 4.29 The RTS Refresh and accompanying EIA, and the RTS Delivery Plan 2016-2021, confirm that interventions and measures pursued in fulfilment of the strategy will be subject to an intervention or project-specific EIA. As proposals and projects progress towards implementation the Partnership will work with delivery partners to ensure that equalities impacts are considered and that EIAs are undertaken in all appropriate cases.

Consultation

- 4.30 As outlined above, a comprehensive and wide-ranging consultation with more than 100 key stakeholders, including equalities interests, was carried out as part of the development and updating of the RTS during 2014/15 and 2015/16. Stakeholder consultation was carried out at key stages of the RTS Refresh process:
1. **Key Trends and Main Issues Identification** – to consult on continuing relevance of RTS Vision and Objectives, to ensure that all relevant issues were identified, and to seek comment on prioritisation of issues and proposals.
 2. **Draft Strategy** – widespread stakeholder consultation on the Draft Strategy and accompanying EIA and SEA, with analysis of comments and how they informed and influenced the Finalised Strategy.
- 4.31 Various key stakeholder workshops and meetings took place in advance of and as part of the formal consultation on the Draft RTS. The Scottish Government's Equalities Unit and constituent Councils provided details of all nationally, regionally and locally relevant contacts and these were engaged through direct invitation to comment on the Draft Strategy and EIA, and to contribute towards the Equalities

Forum and wider key stakeholder workshops convened to consider the various aspects of the emerging RTS Refresh.

Equalities Forum

- 4.32 An Equalities Forum was established to inform and input to consultations undertaken during the development of the original RTS 2008-2023. The Equalities Forum also informed the development of the Partnership's initial Equalities Scheme and Action Plan which has now been superseded by the duty to publish a Mainstreaming Report, Equality Outcomes and associated progress reporting.
- 4.33 As outlined above, engagement and consultation with the Equalities Forum and a wide range of equalities groupings informed the RTS 2015-2036 Refresh and associated EIA. Following completion and approval of the RTS Refresh and updated RTS Delivery Plan it is the intention to review the membership, scope and function of the Equalities Forum in line with the extended equalities duties and to contribute to, inform and influence the development of a new set of Equalities Outcomes, having regard to the Partnership's role in supporting Community Planning, the approved City Deals and the consultation process in developing a new Regional Transport Strategy.

Monitoring Policies for any Adverse Impact on Equalities;

- 4.34 The RTS includes a Monitoring Framework with 26 Performance Indicators (PIs) and associated targets. These were reviewed and updated as part of the review of the RTS Delivery Plan and was approved by the Partnership in September 2018. The Monitoring Framework now includes 10 indicators relating to Accessibility, Equity and Social Inclusion. These indicators will be promoted through the LOIPs as a contribution towards relevant national transport outcomes, such as reducing congestion, increasing active travel and reducing road traffic casualties, and to take account of the availability of monitoring data.
- 4.35 The updated Monitoring Framework addresses each of the RTS Objectives and defines PIs which are capable of supporting meaningful progress reporting using available published data sources such as the Scottish Household Survey and Census and includes the use of accessibility modelling and mapping.
- 4.36 Progress on the Monitoring Framework is reported within the Partnership's [Annual Report](#). A number of the monitoring indicators relate to elements of the RTS which are relevant to equalities including :-
- improving accessibility by public transport to the labour market
 - improving accessibility by public transport to hospitals; further or higher education; retail, leisure and recreational and tourism facilities;
 - improving accessibility and inclusivity of the bus network; and
 - real and perceived levels of personal security on the transport network.

In reviewing and defining a new set of equalities outcomes for this report consideration has been given to incorporation of appropriate and relevant PIs and targets within the RTS Monitoring Framework.

All reports to the Partnership include screening and comment on equality impacts and issues with the intention of ensuring that Partnership Board members are aware of and consider these.

Employment Duty and Information

- 4.37 Listed public bodies have a duty to publish annual information on their employees broken down by protected characteristic and to report annually on recruitment, development and retention of employees with respect to the number and relevant protected characteristics of employees. This information requires to be published annually for the 2 years since publication of the previous Mainstreaming Report. The information must be used to better perform the General Equality Duty.
- 4.38 As a “Model 1” RTP Tactran is a small, strategic organisation. Reflecting its strategic role the Partnership’s staffing establishment as revised in 2016 has comprised 7 full-time members of staff along with an embedded officer from Cycling Scotland and a Graduate Placement as follows:
- Partnership Director
 - Senior Partnership Manager
 - Senior Strategy Officer
 - Strategy Officer (Strategic Connectivity)
 - Strategy Officer (Sustainable Transport)
 - Cycling Training & Development Officer
 - Office Manager/PA to Director
- 4.39 During the 2-year period of this report, from April 2019 to March 2021, there has been a recruitment exercise to the core staffing establishment as well as the retirement of the Partnership Director and recruitment to that post.
- 4.40 One female member of staff retired from the organisation March 2020 with a new Partnership Director taking up post in April 2020. A male member of staff left in June 2020 and was replaced by a female member of staff who took up post in June 2020.
- 4.41 The annual gender and ethnicity composition of the Partnership’s employees during the period April 2019 – March 2021, at full staff complement, was as follows:

Ethnicity	2019/20		2020/21	
	Male	Female	Male	Female
White	5	3	4	3
Mixed or Multiple				
Asian				
African				
Caribbean or Black				
Other				

- 4.42 Guidance issued in March 2015 under the Scottish Government’s Equality Evidence Toolkit for Public Authorities indicates that reporting combinations of other protected characteristics for small employee numbers risks identifying individuals, which should be avoided.
- 4.43 During 2016 Tactran entered into a strategic alliance with Cycling Scotland, under which the Partnership provides joint funding for the appointment by Cycling Scotland of an embedded regional Cycle Training & Development Officer, whose role is to support the development of cycle training and promotion through Councils, schools, nurseries, employers and community groups, to encourage more people of all ages and abilities to cycle in support of RTS and Cycling Action Plan for Scotland (CAPS) aims and objectives.
- 4.44 Whilst the “embedded officer” is not directly employed by Tactran they adhere and contribute to furtherance of the Partnership’s General Equality and Specific Equalities duties. The promotion, development and delivery of active travel infrastructure and training supports a wide range of RTS and Community Planning/LOIPs outcomes relating to social inclusion, improving individual and community health and wellbeing, carbon reduction and wider social, environmental and economic outcomes.
- 4.45 Tactran is supported in carrying out its day to day functions by the provision of Secretariat, Legal, Financial and Information Technology support by Perth & Kinross Council. Specialist Human Resources advice to the Partnership is also provided by Perth & Kinross Council.
- 4.46 The Partnership’s staff headquarters at Bordeaux House, 31 Kinnoull Street, Perth is fully disabled accessible with lift access and a disabled toilet.

Employment Policies and Practices

- 4.47 The Partnership adopts the HR policies and related employment and monitoring processes of Perth & Kinross Council, adapted as appropriate to reflect the Partnership’s own operational needs and circumstances. This includes adoption of the Council’s recruitment and selection policies and procedures and embedding of equalities practice within recruitment and employment. The Council has developed a comprehensive suite of equalities policies and procedures in relation

to employment, including Equal Opportunities Monitoring, Positive Action in Recruitment and Equal Pay Policy, which the Partnership also adopts. These are reviewed and updated to ensure that employment practice is compliant with equalities requirements.

4.48 Relevant policies, include:

- Fairness at Work
- Achieving & Maintaining Standards
- Employee Code of Conduct
- Maximising Attendance
- Adoption Leave
- Maternity Leave
- Paternity Leave
- Paternal Leave
- Shared Parental Leave & Pay
- Annual Leave
- Special Leave
- Flexi Time
- Early Retiral and Voluntary Severance Scheme

Gender Pay Gap and Equal Pay

4.49 Listed authorities with more than 20 employees are required to publish information every 2 years on the percentage difference between men's average hourly pay and women's average hourly pay amongst its employees and a statement on equal pay every 4 years.

Ensuring Employees Are Aware of Their Duty to Promote Equality

4.50 The Partnership's Governance and HR policies are notified to all staff and are available on the website.

4.51 The Partnership's employment/HR policies are reviewed periodically in line with updating of Perth & Kinross Council policies, which take account of revisions to equalities and other employment legislation and guidance.

4.52 The Equality Outcomes Report published in April 2019 included a number of specific actions which are designed to ensure that all employees of the Partnership are aware of and take appropriate actions to address, implement and monitor the Partnership's duties in relation to equalities.

Award Criteria in Public Procurement

- 4.53 Where a listed authority carries out a public procurement exercise it must have due regard to whether its award criteria should include equality considerations which help it to better perform the equality duty.
- 4.54 The Partnership has, from February 2017, become a member of Scotland's public sector contracting body, Scotland Excel, which includes specific public sector equalities requirements within model contract arrangements and conditions.

Publishing Results of Assessments, Consultation and Monitoring

- 4.55 Mainstreaming the Equality Duty reports and Equalities Outcome reports are published on the Partnership's website www.tactran.gov.uk.
- 4.56 Progress related to the Equality Outcomes Report is reported two-yearly to the Partnership and publicly through inclusion within the Partnership's Annual Reports. Annual Reports are published on www.tactran.gov.uk. This Mainstreaming the Equality Duty Report is accompanied by a progress report on the Equality Outcomes Report published in April 2019.
- 4.57 A comprehensive review and refresh of Equalities Outcomes has been undertaken to accompany this report and will be further reviewed by no later than April 2023, in accordance with requirements and timescales set out in EHRG publications Public Authorities in Scotland: Who is covered by the Specific Duties (March 2017) and the Essential Guide to the Public Sector Equality Duty: A Guide for Public Authorities in Scotland (July 2016).
- 4.58 This will include an examination and identification of equality outcomes which further one or more of the General Equality Duties needs – eliminating discrimination; advancing equality of opportunity; and fostering good relations – and on outcomes which will seek to improve chances and experiences for individuals, communities, organisations or society as a whole, through actions which Tactran can or will take, which directly influence and further the General Equalities Duty and Specific Duties to deliver practical improvements in the life chances of people who may experience discrimination or disadvantage.
- 4.59 In developing updated Equalities Outcomes Tactran will seek to involve people who share a relevant protected characteristic and any person who appears to represent the interests of these people, and will also consider relevant and available evidence relating to people who share a relevant protected characteristic, as recommended in EHRG guidance (July 2016).
- 4.60 The development of an updated Equality Outcomes Report will be undertaken in consultation with partner Councils, Community Planning Partnerships, City Deals, the Equality Forum other key stakeholders and relevant partners/agencies with a

view to ensuring that there is a consistency of approach to identification of, and agreement on relevant, meaningful and achievable outcomes for all relevant protected characteristics.