



Equality Mainstreaming and Outcome Report



30 April 2017

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CEO and Convener's Forward

The Cairngorms National Park is an iconic landscape, home to 18,000 people and visited by millions of people every year. It is our duty to look after and enhance this special place for the people of Scotland. Achieving powerful diversity and equality outcomes are essential if we are to meet this duty effectively.

Our business planning sets out how the CNPA will support the Scottish Government's central purpose: "to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth"; and delivery of the Programme for Government.

- Creating more, better paid jobs in a strong, sustainable economy;
- Building a fairer Scotland and tackling inequality through passing power to people and communities; and
- Protecting and reforming public services.

As an employer we aim to continue to provide well-paid jobs for our staff, a working environment where staff feel involved and valued and opportunities for staff, including young people to develop their skills.

As a service provider, we are:

- Engaging directly with different communities in order to better understand their concerns, priorities and perspectives.
- Leading and enabling, which is about promoting good practice in equality to our partners, as much as it about demonstrating it within the Authority.
- Mainstreaming equality into all our policies and procedures.

This report looks at how much we have mainstreamed equality into all aspects of our work. It focuses also on the Equality Outcomes we are targeting for 2017 – 2021. We recognise that there is still work to be done, but we hope that you will find this report encouraging, and that it will demonstrate our ongoing commitment to diversity and inclusion.



Grant Moir, CEO



Peter Argyle, Convener



Part I: About the Cairngorms National Park Authority

Our Purpose

The purpose of the Park Authority is to promote partnership working and give leadership to all the bodies and agencies involved in the sustainable growth and development of the Cairngorms National Park. Through co-ordinating development and collective agreement of the Cairngorms National Park Partnership Plan (NPPP), the Park Authority aims to ensure the 'collective and co-ordinated delivery' of the four aims of the National Park, which are:

- a) To conserve and enhance the natural and cultural heritage of the area;
- b) To promote sustainable use of the natural resources of the area;
- c) To promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public; and
- d) To promote sustainable economic and social development of the area's communities.

National Park Partnership Plan 2017–2022

The Plan outlines a positive agenda for conservation, visitor experience and rural development over the next five years. It focuses on a range of proposals including:

- a) Targets to increase woodland expansion and the restoration of peatland by 2022;
- b) Investment in key visitor infrastructure such as the Deeside and Speyside Way extensions and the Snow Roads scenic route;
- c) The development of 'visitor giving' opportunities to help maintain the Park's extensive visitor infrastructure and outstanding natural heritage;
- d) Increasing volunteering and inspiring diversity of people to engage with the Park and creating a Park for All;
- e) A target to deliver new affordable houses by 2022;
- f) Supporting Cairngorms Community Broadband to deliver superfast broadband in the hardest to reach parts of the Park.

CNPA Corporate Plan (2015-18)

The Cairngorms National Park Authority's (CNPA) Corporate Plan sets out the Authority's contribution to delivering the Park Plan outcomes, through 5 themes, each of which has a number of priorities. Although equality is threaded throughout the Plan, the specific areas where equality and inclusion activities are highlighted include:

- a) Theme 2 – Visitor Experience, which includes ensuring people of all ages, backgrounds and abilities are able to experience and enjoy the National Park.
- b) Theme 3 - Rural Development, which includes helping communities to plan and achieve their own visions, and delivering high quality planning.
- c) Theme 4 – Corporate Services, which includes promoting and supporting the highest standards of governance and management, including equality actions.

Values, Vision, Mission

Following engagement with staff, the Park Authority adopted a set of values, and vision and mission statements, as part of its corporate and planning processes. The theme of inclusiveness runs through all these statements.

Values:

The CNPA is an **open, inclusive, innovative** and **professional** organisation that behaves with **integrity**.

Vision:

An outstanding National Park, enjoyed and valued by everyone, where nature and people thrive together.

Mission:

To lead the way in delivering for the Cairngorms National Park by:

- a) Bringing people together towards a common purpose.
- b) Enhancing the Park for everyone.
- c) Inspiring new generations to be Park Champions.

CNPA Board

Our Board approves the strategic direction of the organisation and amongst other things, is responsible for ensuring high standards of governance, monitoring and overseeing the delivery of agreed objectives and compliance with statutory responsibilities.

Board Members come from 3 different sources and bring unique skills to our Board. Of the 19 members:

- a) 7 are appointed by Scottish Government ministers to bring a national perspective to the Board and specific expertise from a range of subjects relevant to the Park;
- b) 7 are nominated by the five local authorities within the Park boundaries and appointed by Ministers. They are expected to cement the key strategic relationships between the Park Authority and its partner local authorities; and
- c) 5 are locally elected, which brings to the Board the valuable understanding and perspective of the Park's local businesses and communities. Elected members also champion, represent and help deliver Park Authority objectives within the wards they represent.

Although the Park Authority is not responsible for appointing its Members, we have a role in identifying skills required by Board Members, and engage with the public to increase awareness of the role of boards and their members and encourage interest in the roles from a more diverse audience.

CNPA is committed to the Scottish Government 50:50 by 2020 campaign, to improve the gender balance on public boards. At present, of the 19 board members 9 (47%) are women.

For the first time, equalities legislation requires us to report in our succession plan for the Board, explaining how we intend to improve the overall diversity of its members.

Board Diversity and Succession Planning

The table below shows the Board Member gender composition over the last two years.

Date	Total Membership		Total Membership	
	Male	Female	Male	Female
April 2015	11	8	58%	42%
April 2016	10	9	53%	47%
April 2017	10	9	53%	47%

CNPA staff and Board Members are invited to complete an anonymous equalities monitoring survey. This is done annually and the results reported as a collective, without differentiating between the results of staff and those of the Board.

In preparation for our new duties with regards succession planning for Board Members, the most recent survey (February 2017) was split so that we could report on Board results separate from those of staff. 18 Board Members were invited to complete the survey, of which 15 responded, representing an 83.3% response rate. Details of responses are contained in Appendix 2.

Due to the small numbers involved, we cannot report on all the protected characteristics, however, the main areas to highlight are as follows:

- 73% of respondents are aged 55 and above, with 26% aged between 34 and 54.
- 6% noted a disability.
- 6% described their sexual orientation as homosexual.
- 93% identified as White, with 66% identifying as British, and 18% as Scottish.

In addition to the Equalities Monitoring survey, we are in the process of gathering data about the skills of our Members, which will help us identify any skills gaps.

Clearly the CNPA Board could be more diverse, representing a broader range of protected characteristics. To address this, and any skills gaps going forward, we will focus on the following activities:

- We will support shadowing opportunities at Board to support the development of people interested in a future Board role.
- Work with the Public Appointments Unit on developing future recruitment and selection campaigns.
- Highlight our ambitions for diversity on the Board to our local authorities when we have a cycle of new local authority nominations.
- Develop relationships with equality groups to promote greater understanding of the Board and their role and increase diversity of candidates.
- Make use of technology (including social media) to appeal to and engage with diverse groups.
- Encourage Board Members with protected characteristics to volunteer as role models and take part in relevant communications.
- Run targeted training events, including invitations to attend and participate in Board meetings, for people from under-represented groups to familiarise with them with

the work of Board Members, and to enhance their capacity to apply for Board positions.

- h) Develop good candidates who apply, but are unsuccessful by offering advice, mentoring and shadowing opportunities.
- i) Enlist Board Members to mentor potential candidates.
- j) Review our policies for Board Members around provision of childcare/dependents/carers support, to minimise barriers to potential applicants.

Part 2: Mainstreaming Equality within CNPA

Introduction

This section of the report demonstrates what the Authority has been doing to ensure that the delivery of equality is part of our daily work. It shows that the aims of the general duty of the Equality Act (2010) are being met as part of the natural thinking, planning, and delivery cycle. This report highlights where mainstreaming is well embedded, and where it is beginning to emerge.

We have focused this section around Engagement and Participation; Corporate Functions and Processes; Service Provision; Leadership and Staff Awareness; and Recruitment.

Engagement and Participation

Inclusive Cairngorms

Key to mainstreaming at CNPA has been the Inclusive Cairngorms Forum, which is an advisory group that promotes equality and inclusion to help create a Park for All.

The forum meets three times a year to discuss and advise CNPA on how to make projects and activities more inclusive, as well as to share experiences from guest speakers on other inclusion projects in and around the Park. Agenda items include outdoor access, planning applications, disability, young people, and low incomes.

Membership of the group is open to a wide range of interests covering the equality strands and the wider social inclusion agenda of the CNPA. Most equality and inclusion interests are represented, and there are currently over 70 members from a wide range of voluntary, public and private and charitable organisations within and outwith the Park.

The purpose of Inclusive Cairngorms is:

- a) To promote social inclusion in the Cairngorms National Park to help create a Park for All;
- b) To ensure the involvement of all groups in the promotion of the four aims of the Cairngorms National Park.

This is achieved by:

- a) Providing a voice and an ear for socially excluded people from both within and outwith the Cairngorms National Park;
- b) Creating wider links with people of all ages and backgrounds nationally and internationally;
- c) Providing information and advice to the CNPA and other organisations on social inclusion and equalities issues and policy development through the CNPA's Equality Duties and Equality Impact Assessments;
- d) Ensuring inclusion and equalities issues are kept alive, and on the active agendas of the CNPA and other organisations, and lobbying where necessary; and
- e) Sharing information and spreading best practice on ways to promote equality and inclusion.

Schools and Young People

CNPA actively works with schools and young people both within and outwith the National Park. Our engagement with young people has included the following:

- a) In 2016/17 CNPA awarded Outdoor Learning Travel Grants to 26 schools and 7 under-represented groups, benefitting 1,164 students and group members. In 2015/16, 28 grants were awarded to schools and 15 to under-represented groups benefitting 1,322 people. This grant is a subsidy to support people both within and outwith the National Park. Over half of applicants would not have been able to visit without the grant.
- b) “Your Park” Planning programme was trialled with secondary pupils in one of the local High Schools. This was a two-way engagement exercise to give the young people a feel for and understanding of the work of Planners, and to get their input into place making. This will be rolled out to more of the local and surrounding secondary schools over the next few years.
- c) The CNPA committed to a Social Impact Pledge to give young people in the National Park the opportunity to gain experience of the operation of the CNPA Board, and also increase their understanding of how planning decisions are made. To achieve this, young people from the two local secondary schools attended a Planning Committee meeting, which had a revised protocol specifically for that day, allowing for a planning information seminar for the children prior to the meeting and a Q&A session at the end. This successful event will be delivered bi-annually going forward.
- d) CNPA is committed to supporting young people into employment, and to this end has over the last 4 years supported 2 young people to complete their SVQ level 3 apprenticeships in Business Administration. Each young person has been appointed on a 2 year contract, during which they gained their qualification whilst training and working “on-the-job” at the Authority.
- e) CNPA HR Staff have engaged in Employability events with the local secondary schools annually over the last 4 years, delivering workshops on job applications/CV’s and on interview skills. This will be rolled out to UHI going forward. This has been a successful initiative and one of the apprentices CNPA appointed was from the pool of young people who benefitted from the information and advice provided at these workshops.
- f) The outdoor learning project has completed with some education authorities now utilising outdoor learning within their mainstream curriculum. The focus now is on developing capacity within schools and to this end, CNPA has directly supported three teachers at three local schools to complete a GTC (General Teaching Council) accredited Teaching in Nature course to encourage them to deliver more outdoor learning.
- g) The annual Cairngorms Nature Schools Art Competition and Young Presenter competition encourages children to get involved in nature. Both initiatives have been actively supported by a large number of young people, based both locally and nationally.
- h) The Cairngorms National Park Junior Ranger Project is a scheme open to 11 – 18 year olds. Its purpose is to create young ambassadors for the national park through a mixed programme of conservation, adventure and learning activities delivered by the Cairngorms Ranger Services. The scheme is open to all, and in 2016, 54 junior rangers graduated through the scheme, with 65 graduating in 2015.
- i) The John Muir Award is a national environmental awareness scheme focussed on wild places that is open to all regardless of ability, background or circumstances. The award is used predominantly by primary and secondary schools and youth groups, but we have also engaged with adult groups, inclusion groups including mental health, drink and drug rehabilitation and Black and Minority Ethnic (BME) groups. In 2016, there were 3,140 awards, 641 (20%) of which were to people from

socially excluded backgrounds. The figures in 2015 were 3,208 awards, 643 (20%) from socially excluded backgrounds.

Community Leadership Project

CNPA co-funds Backbone's 3 year Community Leadership Project (2105-18) which has involved:

- a) Training 14 group leaders from BME and marginalised communities in outdoors and leadership qualifications;
- b) The trainees developing 20 self-sustaining environmental projects in their own communities;
- c) Wider community engagement (over 2500 people) in activities, volunteering and visits to National Parks and NNRs; and
- d) Planning an Outdoor Festival for All in CNP in Sept 2017.

Community Engagement

- a) We actively use the National Standards for Community Engagement and promote best practice.
- b) Visioning Outcomes in Community Engagement (VOICE) software is now being used to support key consultations and engagement exercises. The software is a tool to assist in the planning, delivery and monitoring of engagement exercises including ensuring effective engagement with equality groups. VOICE was used in the NPPP consultation and the Leapfrog project is being used to develop innovative engagement techniques for hard to reach groups (20-45 year olds/mothers).
- c) Promotion of the NPPP consultation was made as accessible as possible (plain English, online summary, use of video clips, engagement meetings/support materials, use of social media promotion and advertising) and staff and Board members.
- d) CNPA supports the Association of Cairngorms Communities, several community development organisations (including Voluntary Action Badenoch and Strathspey and the Marr Area Partnership) and facilitate a network of community development officers.
- e) We participate in the relevant Community Partnerships as part of the Community Planning process.
- f) We encourage each community to prepare a Community Action Plan in order to proactively plan what their priorities are over a five year period, and we work with them to improve their capacity, so that CNPA and other organisations can assist in delivery.

Staff Engagement

The equality considerations of staff are identified and delivered through a number of means:

- a) Staff Consultative Forum, which comprises 5 staff representatives (including a representative from the Prospect Union, with which CNPA has a voluntary recognition agreement), "management" representatives, and 2 Board Member representatives. The terms of reference were revised in 2016 and now require that there is a gender balance of membership. The SCF meets quarterly to undertake provision of information, consultation and negotiation. Equality is a standing item on meeting agendas, and staff can use this as one of several routes to formally raise via their staff representatives any equalities issues.
- b) Staff appraisals, which are conducted twice a year. The appraisal process was reviewed in 2015, and all performance review forms have a section on wellbeing, and

one for equalities, which provides staff with the opportunity to identify any additional needs/support required on account of an employee's protected characteristics.

- c) CNPA invites staff to participate in an annual Equality Monitoring survey, which is an anonymous survey, and attracts a very good response rate (80% in 2015; 83.5% in 2016; 89.4% in 2017). Analysis of this data led to the development and implementation of a Carer's Policy, in recognition of the number of staff who identified as carers. Full results of this survey are contained in Appendix 2.
- d) CNPA conducts a Best Companies staff engagement survey every two years (most recently in 2016), which assesses staff engagement across 8 factors – My Manager, Leadership, My Company, Personal Growth, My Team, Fair Deal, Well Being, Giving Something Back. The analysis of survey results informs the emerging and evolving Organisational Development Strategy for the next 18 months. Well Being was identified as a “shadow” area and as a result a number of interventions have been implemented to address staff well-being, including NHS Health Checks; a Wall of Well-being which focuses on monthly themes (like stress awareness, benefits of exercise; healthy recipes); support and promotion of standing meetings; access to fitness and yoga classes etc. The survey results also highlighted limited opportunities for promotion and personal growth. As a result, we revised our Learning and Development Policy to support staff getting time away from the office to engage in volunteering opportunities in the Park. To date, this initiative has resulted in staff engaging in activities to help communities affected by flooding; environmental activities like planting trees and clearing drains; involvement as board members on community enterprises and charitable trusts

Non Departmental Public Body (NDPB) Equality Forum

We have been participating in the NDPB Equality Forum since 2009. This specialist group, which meets quarterly, enables the transfer of best practice and knowledge across the public sector. In addition, it has been engaged with a wide range of stakeholders (e.g. Enable Scotland; RNIB; Scottish Disability Forum), and has provided information and support to member organisations across a variety of topics, including approaches to engagement/consultation of service users and employees; general and specific duties; challenges and benefits of mainstreaming; gender pay gaps etc.

Corporate Functions and Processes

Equality Impact Assessments

- a) Using Equality impact assessment (EqIA) remains our principle way in identifying any potential for impact or detriment to minority groups. EQIAs are undertaken on new projects and activities. Some recent assessments are available on our website at www.cairngorms.co.uk.
- b) The EQIA form has recently been reviewed by an external consultant and streamlined to make it a more efficient and user-friendly document. We recognised that staff found the previous form to be clunky and onerous, which was impacting on their ability to complete robust assessments.
- c) All line managers and project staff have been trained on Equality Impacts Assessments (April 2017) – which included the role and benefits of EQIAs in an efficient and inclusive organisation, how to go about doing them, case studies.

Project Planning and Development

We have recently revised and embedded various ways to capture equalities in project planning and development processes:

- a) At the very early stages of project planning, staff use a Project Checklist which provides guidance on various aspects they need to consider prior to starting a project. This Checklist includes a section on equalities/EQIA considerations. The checklist has to be approved by the Heads of Service before the project can proceed.
- b) Once the checklist has been approved, project officers then complete the Project Initiation Document, which includes a section on equalities and identifies whether an EqIA is required.
- c) Then Expenditure Justification Forms have to be completed if the project requires a budget. It's essentially a project budget approval form and includes a section on equalities, to identify how the project promotes equality and whether an impact assessment is required.

Grant Funding

We promote equalities through our grants programme and partnership funding to third parties:

- a) CNPA provides grant funding to 9 out of 12 ranger services operating across the Park. A requirement of their funding is to prepare and review an Equality and Diversity statement, setting out how they are promoting equality through their service.
- b) Outwith the grants programme, funding is also granted to third parties for projects where CNPA is not necessarily the lead partner. We have incorporated equality considerations into the standard terms and conditions of letters of offer.
- c) The LEADER 2014-2020 grant funding programme, delivered through the Cairngorms Local Action Group, (CLAG) launched in September 2015. The development stage delivery actions included a full Equalities Impact Assessment of the LEADER Local Development Strategy, the development of an Equalities Statement for the CLAG, and equalities training for CLAG members.
- d) The CLAG have an identified equalities "champion", whose role is to keep the Local Action Group up to date on equalities matters, and also to have oversight of equalities matters with regards the scoring of applications. This champion also sits on the Inclusive Cairngorms forum.
- e) Equality is a cross-cutting theme used in assessing the merits of project proposals for LEADER grant funding. All projects must demonstrate equality and are scored using the following criteria: Extent to which the project has considered and can demonstrate a positive impact for groups identified as vulnerable to exclusion or hard to reach in the Local Development Strategy (and its Equality Impact Assessment) - (e.g. young people, elderly and disabled, business community, carers often women, communities which have had little engagement with Community led Local Development (CLLD), people on low wages, ethnic minority groups).
- f) The CLAG have identified a number of "hard to reach" groups (see above scoring criteria) and proactively targets these groups through delivery of LEADER funding. Monitoring and Evaluation criteria advises the CLAG if any target groups are not being engaged, which in turn informs any further CLAG commissioned activity to target these groups.

Corporate Communications

Communications processes are key to ensuring CNPA's services are accessible to the public. Promoting equality is achieved through:

- a) Publications – using and promoting best practice in accessible design; providing alternative formats on request. All corporate publications are available in large print and follow plain English principles.
- b) A new website was launched in 2015, which was designed to make information on the site viewable on as many platforms and by as many people as possible.
- c) All CNPA publications have been made more searchable on the website.

Procurement

We have sought to promote equalities through procurement by including a requirement for potential contractors and service providers to evidence their own approach to embedding equalities as an element of assessed quality of provision in tender assessment. Clear evidence of appropriate approaches by external organisations to equalities matters will therefore give an advantage to contractors in bidding for business with the Authority.

Service Provision

The Statutory functions we deliver are Planning and Outdoor Access:

Planning Service

We take a proactive approach to improving our Planning Service, benchmarking against other planning authorities, preparing an annual report for our Planning Committee and Scottish Government and setting annual improvement priorities. As part of that process we put in place measures to ensure the system is easy to use and equitable, for example:

- a) A Planning Service Charter has been prepared, setting out customer service standards including commitments to be open and engaging.
- b) We have planning policies in place to guide development and land use in a way that addresses identified equalities issues, for example access to affordable housing.
- c) A protocol has been established where Inclusive Cairngorms are consulted on significant planning applications, e.g. public facilities, green space, large scale developments. Inclusive Cairngorms were also asked to nominate projects that would showcase inclusive design in the Cairngorms National Park Design Awards.
- d) An online “E-planning” process for planning applications has been implemented to encourage wider participation in planning.
- e) We have established the Community Planning Representatives Network which brings together Community Councils and Associations to improve how they can feed into the process better and learn from each other.
- f) We have worked to improve our engagement with young people in the planning processes through special education programmes, attendance at Planning Committee meetings.

Outdoor Access

As the designated Access Authority under the Land Reform Scotland Act (2003), CNPA manages and promotes responsible outdoor access in the Park. A key role in access is the development of core paths in the Park. Here equality is promoted through:

- a) The principle of paths being as barrier-free as possible;
- b) Associated paths leaflets and signage adhere to best practice in accessible design;

- c) Core paths plans are consulted on widely (using best practice in community engagement);
- d) Local Outdoor Access Forum (LOAF) meetings are held in accessible venues; and
- e) LOAF membership represents wider inclusion/accessibility interests.

In 2016, the Speyside Way was extended to Ardgeal – west of Kincaig and planning consent has been applied for the next section to Insh. Planning applications to extend the route to Newtonmore will be submitted in May 2017.

A feasibility study to extend the Deeside Way from Ballater to Braemar has been completed and a planning application to construct the first section from Invercauld Bridge to Braemar will be submitted in May 2017.

Easy read Community path leaflets have been developed for all communities in the National Park. Reprints are updated to include the new Scottish Path Grading System so that users have more and consistent information about routes. These leaflets are free to download from the CNPA website and can be printed in larger formats.

A new “paths with easy access” guide has been produced for the Badenoch and Strathspey area, with support from Inclusive Cairngorms and the Badenoch and Strathspey Access Panel. These leaflets are primarily aimed at less able bodied users and those returning to walking after periods of inactivity. These leaflets are being distributed via GP medical practices and Visitor Information Centres.

Over 1,000 people have participated in health walks in the last 4 years. Wee Walks Week was held in September 2016, which was developed to celebrate short local walks and encourage greater uptake. GP Health Walk signposting schemes are in place in Tomintoul, with Aviemore, Strathdon and Ballater scheduled for later this year.

CNPA Access Staff continue to advise and promote nationally accredited design guidance to path builders and developers.

Gathering Evidence

Gathering evidence of service helps us to make our services more accessible to service users. Equality information is gathered through:

- a) The LEADER grants programme. The equalities data gathered is used to monitor programme delivery.
- b) Land Management training project, which provides training for land managers in the national park. This data helps shape the identification of courses that might target specific groups e.g. a ladies only deer stalking course is run annually in response to low uptake of women on the generic course.
- c) A Visitor survey was conducted in 2015 which captured data across a range of protected characteristics. The information gathered has informed the Equality Outcomes for the next 4 years.
- d) The Cairngorms Nature Festival, which is run annually. Data helps identify which groups are being missed so that future promotion can target those groups, e.g. it was noted that the 2016 Festival attracted only 4% ethnic minority participants. As such, the 2017 Nature Festival has been promoted via Backbone to encourage ethnic minority groups to attend.

- e) Events, such as the Outdoor Festival for All, held in October 2014 (and scheduled again to be held in September 2017), involving over 350 people from disadvantaged and minority communities across Scotland. This identified the origin of attendees and what barriers and needs they experience in accessing and finding out about the National Park, so that our resources can more targeted in future.

Despite having many processes for gathering service user data, we recognise that to date, equalities is not effectively monitored during all engagement exercises. As such, one of the equality outcomes for 2017 – 2020 is that more equality groups will participate in CNPA led consultation and engagement. The associated action plan includes the need to establish and implement systems for gathering equality data for formal consultations, engagement events, and key CNP Groups and Forums to establish baseline data for future.

Leadership and Staff Awareness

Mainstreaming the equality duty is an organisational responsibility and leadership and staff and Board awareness are central to success:

- a) All new staff are required to complete an ACAS on-line Equalities and Diversity training course, as part of their Induction. In addition, all staff attended an Equalities seminar in April 2017, with line managers and project managers attending an EQIA seminar. We contracted Scottish Environmental Protection Agency's (SEPA) Equalities Specialist, who has expertise of equalities in the public sector, to deliver this training. Going forward we have subscribed through The Learning Pool to an on-line e-learning package, which includes an excellent and interactive equalities course that staff will be required to do every two years.
- b) Senior managers champion equalities in their teams and ensure equality is promoted in their delivery programmes. All project checklists have to be signed off by the Operational Management Group (comprising the Heads of Service), which ensures management oversight of and commitment to adherence to equalities principles in all projects.
- c) Senior managers have been integral to the development of the Equality Outcomes, and the Outcomes and associated Action Plan are signed off by the Board.
- d) As an organisation, we promote best practice in equalities to our partners, e.g. producing and promoting Park for All accessibility checklists, which are available on our website.

Recruitment

Our recruitment and selection process is designed to be fair, robust and follow best practice principles. Individuals are assessed on the competencies that are needed to carry out the role effectively. Recruitment panels comprise 3 or more individuals to maximise fairness and transparency. Recruitment panels typically comprise a gender mix, and our recruitment policy has recently been revised to make this explicit.

CNPA subscribes to the 'Disability Confident' scheme. Job applications from any candidate who indicates that they have a disability will be automatically short-listed if they demonstrate that they meet all the essential short-listing criteria, even if they don't strongly meet these criteria. We use the Disability Confident logo in advertising posts, and ensure that the applicants and existing staff are supported with any reasonable adjustments they require.

Equal Opportunities Monitoring in Recruitment

In terms of monitoring equal opportunities for recruitment, data is confidentially gathered and held on all external job applicants, and reported upon every two years to our Board through the Staffing and Recruitment Committee. The data we hold for 2015 and 2016 is presented in Appendix 2.

Our initial observations from interrogation of the data we captured in 2015 and 2016 was in relation to gender. In 2015, of a total of 81 external applicants there were 27 male applicants and 54 female, or 33% of applicants were male and 67% female. Of those appointed, 4 (57%) were male and 3 (43%) female. In 2016, of a total of 156 external applicants there were 70 male applicants and 86 female, or 45% of applicants were male and 55% female. Of those appointed, 4 (50%) were male and 4 (50%) female. The gender balance was slightly different each year, but the overall result over the two years is a fairly equal position in terms of the balance of male and female applicants and appointees. However, it is noted that the gender balance of appointed staff does not reflect the gender balance of applicants.

The other characteristic worth reflecting on is age breakdown. In 2015, 25% of applicants fell in the 45 – 54 age category with the least, just 10% being in the 55 – 64 age category. In 2016, the majority of external applicants fell in the 35 – 44 age group (34%), with 10% falling in the 16 – 24 category and 2% in the 65+ category.

Analysis of the other equalities characteristics does not indicate any particular bias, but we will continue to monitor and evaluate this data.

With regards internal recruitment/promotion, it is notable that the number of internal applicants for posts has reduced. There were 5 internal applicants for 10 posts in 2015, of which 3 were appointed, but in 2016 there was only 1 internal applicant for 9 posts, and no internal appointments. This point has informed the development of outcomes for the next 4 years.

Given the small numbers involved in the internal recruitment process, it is difficult to report on equality characteristics or to draw any conclusion on them.

Part 3: Our Staff

Employee Data

As an employer, staff numbers have varied between 64 and 70 over the last 4 years.

The Authority conducts annual Staff Equalities Monitoring surveys, inviting staff to complete a questionnaire that identifies themselves against the protected characteristics. This survey is conducted anonymously. Until 2017, staff and Board members were included in the one survey and results reported as a collective. However, in 2017 we split the survey with one for staff and one for Board, as we felt this would provide more meaningful data to inform the Board Succession Plan.

83.53% of staff and Board Members in the organisation responded to the 2016 survey, and in February 2017, the response rate was 89.39% (i.e. 59 out of 66 staff responded) for staff and 83.33% (15 out of 18 Members) for Board Members. These high levels of response rates indicates good engagement with equalities reporting.

Whilst the information (presented in appendix 2) was very welcome, the usefulness of the data is constrained due to the fact it was provided anonymously. There is potential for developments in the Human Resources department's database upgrades that may present opportunities to gather this information in the future. Currently a full and detailed equalities monitoring form is completed by all job applicants, and we retain these details of the appointed officers. As such, we have the full set of equalities data for a small percentage of staff (i.e. new staff who have joined the organisation since 2013), but do not feel it is appropriate to expect all staff to provide these details, other than through the anonymous survey.

Key employee information extracted from this survey is as follows:

- a) 32% of our staff are in the 35 – 44 age category; 31% are in the 45 – 54 category, but only 3% are in the 18 – 24 age category. The apprenticeship scheme has helped to increase the number of young employees, and we intend to continue to allocate 1 x FTE in our staff structure to an apprenticeship post.
- b) 3% have disclosed they have a disability, and actions going forward include reviewing recruitment advertising routes with a view to seeking a wider level of applications with disability.
- c) 33% identify themselves as White British and 50% identify themselves as White Scottish. We do not currently have any staff that identify as being from an ethnic minority, and actions going forward include reviewing recruitment advertising routes with a view to seeking a wider level of applications from people with ethnic minority backgrounds.
- d) About 50% of our staff identify themselves as having no religion. This suggests that there is highly unlikely to be any underlying religious bias within the staff group, and actions going forward include ensuring our predominantly non-religious staff group respect the religious practices, beliefs and actions of all religious practitioners.

Our Equal Pay Audit (31 January 2017) identified that our organisation comprised 50% female and 50% male staff.

Flexible Working

Flexible working has been in place at CNPA since its inception in 2003 and enables staff to request changes to their work pattern e.g. reduced hours, compressed hours, part-time etc. Our staff choose flexible working patterns for a variety of reasons, including lifestyle, caring responsibilities and further education. In the last 2 years, 10 members of staff (5 female and 5 male) have applied and been approved for Flexible Working. Two further applications, both from female staff, were refused. We have subsequently worked with one of the applicants, and amended the parameters of the request, which has recently been approved.

Maternity Leave

Since 2015, one female member of staff was absent from work due to maternity leave. That one member of staff was on a full-time contract prior to going on maternity leave, and she has now returned to work on an agreed part-time contract. CNPA operates enhanced maternity pay, with staff receiving full pay for the first 6 months of maternity leave.

Paternity Leave

Since 2015, 2 male staff took paternity leave of the full 2 week provision

Shared Parental Leave

There have been no applicants for shared parental leave. In terms of this policy, male staff are entitled to the same enhancements of pay as female staff who take maternity pay.

Gender Pay Gap

We are committed to promoting and embedding equality of opportunity and diversity in employment. We believe this extends to the way we reward our staff and that reward should be awarded fairly and equitably. We are committed to the principle of equal pay for all our employees and aim to eliminate any bias in our reward system. Our equal pay policy statement is set out in Appendix 3.

CNPA jobs are evaluated to determine which band they should be placed in, and most staff start at the bottom of the band, progressing by annual progression awards to the top of the scale. The potential for all forms of inequality is thus reduced by the fact that jobs are objectively evaluated and salaries allocated according to the job content rather than the person. There is still potential for inequality within evaluation systems, such as the weighting given to particular types of work – for example caring tasks have often attracted a lower weighting than manual labour in the past, which indirectly favours more men than women. The CNPA evaluation system has been designed and equality impact assessed to avoid this type of discrimination.

An Equal Pay Audit was conducted on a snapshot of staff data as at 31st January 2017. The full audit can be found in Appendix 4.

In 2017, the mean gender pay gap was 21.47%. The figure was higher at 22.41% using the median methodology. This was on the basis of 34 female and 34 male staff. The gender pay gap as at 01 April 2015 was 23.64%, at which point there were 41 female staff and 28 male staff. The 2017 Gender pay gap at 21.47% is high, albeit being a small improvement on the 2015 figure.

Our gender pay gap is almost entirely due to the distribution of female and male staff across our pay bands.

With regards data for full-time staff, of our total 48 staff who work full time, 40% are women, in comparison with 60% who are men. The full-time pay gap (comparing women's full-time average hourly pay with men's full-time average hourly pay) is 22%. This can be illustrated by the following analysis:

- a) Of the 19 full-time female staff:
 - i. 48% are in the lower graded/paid bands A – C;
 - ii. 26% are in the middle paid range (band D); and
 - iii. 26% are in the higher graded/paid bands (E-G).
- b) Of the 29 full-time male staff:
 - i. 11% are in the lower paid bands;
 - ii. 41% are in the middle range; and
 - iii. 48% are in the higher bands.

So, the majority of male full time posts are in grades that are at the higher end of the salary scale, whereas the majority of female full-time posts are positioned in the grades that are at the lower end of the salary scale.

75% of the organisations' part-time staff are female, and 25% are male. The average part-time female salary is 12.06% lower than the average male part-time salary. However, the average part-time female's hourly salary is 24.13% less than the average male full-time salary. This is partly due to the fact that there are few part time opportunities at the higher paid grades within the organisation, and currently 95% of our part-time and job share posts are within the lower paid Bands A to D. There is only one part-time officer within the senior grades.

Occupational Segregation By Gender

Using the gender pay gap data, we identified that the gender split is 50% female and 50% male. Whilst the gender split is neutral, there are some notable issues:

- a) Gender breakdown is more pronounced between the upper and lower sections of the grading structure
- b) The management team (CEO and band G directors) of 4 officers is entirely male.
- c) The Senior Team (i.e. the CEO, 3 Directors and 5 band F Heads of Service) comprises 7 male and 2 female staff, i.e. 21% of the total male staff in these grades, compared to just 6% of total female staff represented in these grades.
- d) Of the 20 management posts (bands E to G + CEO), just 5 (25%) are female i.e. 7% of the total workforce are female managers, compared to 22% male managers. This does not compare well with the Scottish position, where women make up 47% of the workforce, but 34% of managers, directors and senior officials are women.
- e) The policy officer grade (band D) has a fairly neutral split of 46% female and 54% male.
- f) The two lowest paid bands A and B are 100% female, with the next grade up comprising 33% male and 64% female staff.

By Race

Race information shows no staff identifying themselves as being an ethnic minority.

By Disability

The numbers of staff identifying as having a disability is very small, which makes it difficult to come to any real conclusions.

The full breakdown of occupation segregation by gender, race and disability can be found in Appendix 5.

What are we doing about the Pay Gap?

The following points have been noted: -

- a) The high gender pay gap.
- b) The lower number of female staff in the more senior and management level posts.
- c) The higher number of female staff in the lower paid posts.
- d) The lower number of female appointments when compared to the higher number of female applicants.
- e) The declining number of internal candidates for recruitment.

In terms of context, we should highlight that financial constraints on the organisation have resulted in no appointments at the two most senior grades over the last two years, and the capacity to act on this differential has therefore been extremely limited by the lack of recruitment opportunities. Equally resignations at this level have been by female managers which has exacerbated the gender pay gap comparison

Despite the context, the noted points above have all provided enough evidence to support the identification of one of the Equalities Outcomes (2017 – 2021) as being to “ensure a gender balance in senior management positions”, and an action plan has been developed as part of the overarching Equalities work for 2017 -2021 to support this outcome.

The CNPA has a number of policies designed to ensure that male and female members of staff have equal access to career progression. Male and female staff are given support in managing childcare commitments and other work life balance issues to enable them to work effectively at any level of the organisation. We have a range of part time, job-share and ad-hoc working from home arrangements which have been accessed equally by men and women across the organisation. Part time or job share roles at the higher bands E and F grades are not typically being requested by staff to date, but this could be because of an organisational cultural perception that posts cannot be delivered at that level in part time hours. We will be seeking to challenge this perception as part of the Equalities Action Plan for the next 4 years. However, it is noted that flexible working and in particular ad hoc working from home arrangements are increasingly being made use of by senior staff, potentially highlighting a growing cultural acceptance of “non traditional” working practices at senior levels within the Authority.

Other actions to deliver this outcome include:

- a) The development of a mentorship programme for junior staff.
- b) Review of recruitment procedures, including those around essential criteria in job descriptions, and the composition and training of panel members.
- c) Advertising of vacancies to ensure all posts promote job share and home working opportunities. We will also explore advertising routes with a view to seeking a wider level of applicants with disability as well as applicants with ethnic minority backgrounds.
- d) Greater consideration of secondment opportunities.

- e) Review of training policies and budgets to provide for training of transferable managerial skills for non managers.
- f) Review of flexible working policies to remove hidden barriers to development

The Full Equality Action Plan can be found in Appendix 7.

Part 4: Equality Outcomes

Equality Outcomes 2013 – 2017

The focus of the 2013 – 2017 Equalities Outcomes was on those statutory services we delivered and had control over, i.e. planning and access. With regards to CNPA's delivery programmes, there were key areas which promoted equality and lent themselves to the development of equality outcomes, i.e. communications and engagement, outdoor access and planning.

Considering these along with equality issues identified through consultation with staff, equality groups and Inclusive Cairngorms, the following outcomes were developed.

Outcome 1

By removing barriers, more equality groups, including young people, will enjoy, learn about and help to conserve and enhance the Park.

Outcome 2

People of all abilities will be able to access more barrier-free paths in the Park.

Outcome 3

People from equality groups will be aware of and able to access information about the Park, including its recreation opportunities.

Outcome 4

Communities, including young people and people with disabilities, will be able to easily engage with the planning process

Outcome 5

The CNPA will have a more diverse, inclusive and positive working environment for staff.

We have demonstrated from the detail provided in part 2 of this Mainstreaming Report that we have made significant progress in delivering these Equality Outcomes. The full action plan is set out in Appendix 6, and contains updated details of progress of delivery at two periods – 2015 and again in 2017.

Equality Outcomes 2017 – 2021

Although a significant amount of work was undertaken and progress made across all the outcomes, clearly there is more to be done going forward. We believe that over time we will make greater improvements for our service users, the public and our staff and it is important that this work continues. Over the last few years we have gathered evidence from internal data and engagement with staff and equality groups to support the identification of three outcomes which is where we will focus our attention over the next 4 years. These outcomes have been designed to be challenging and reflective of our wider ambition.

Outcome 1: Ensure a gender balance in senior management positions

Issues/Opportunity for Promoting Equality	Evidence to Back This Up
<ol style="list-style-type: none"> 1. Fewer women in senior and management roles in the organisation; 2. Lower engagement by women with regards leadership. 3. Staff gender composition does not reflect the Board composition, which is almost 50:50. 	<ol style="list-style-type: none"> a) Gender Pay gap figure (21.47%), which is above the Scottish National pay gap of 15%. b) Employee data - (50% staff are women, yet only 25% of staff in bands E – G (the senior management grades) are women, with significantly more women (85%) in the lower paid grades A – C). c) Best Companies Staff Engagement Survey results. d) Exit interviews suggest perceived gender bias in terms of opportunities for advancement. e) Focus groups with representative equality group.

Outcome 2: More under-represented equality groups will visit and experience the National Park

Issues/Opportunity for Promoting Equality	Evidence to Back This Up
<ol style="list-style-type: none"> 1. Promotion of the National Park is one of the barriers to attracting disabled visitors, black and ethnic minorities and young people and potentially other equality groups. 2. Cost of transportation is another barrier. 	<ol style="list-style-type: none"> a) 11 million (17%) disabled people in Britain (Source: Prime Minister's Strategy Unit) yet CNP attracts only 6.7% disabled visitors (Source CNP Visitor Survey 2015/16). b) Data is less reliable for black and ethnic minorities but indicates 1% of visitors compare with a national average of 4%. c) Information on social grade indicates that CNP attracts a lower percentage of lower socio economic grades. 20% of visitors to CNP are C2, D, E compared with national average of 48% (Source CNP Visitor Survey and UK Census 2011).

Outcome 3: More equality groups will participate in CNPA led consultation and engagement

Issues/Opportunity for Promoting Equality	Evidence to Back This Up
<ol style="list-style-type: none"> 1. Key advisory groups and forums in the CNP attract the 'usual suspects' and can result in a lack of diversity of views and opinion. 2. Under representation in consultation and engagement exercises of hard to reach groups (e.g. under 35 year olds, women, minority groups etc.). 3. Equalities not effectively monitored during engagement exercises. 4. Online opportunity to expand reach by interest/sector/ geographic area/ age/minority groups. 	<ol style="list-style-type: none"> a) Forum Members: 35% female. b) Cairngorms Deer Advisory Group and Cairngorms Nature Strategy Group: 11% female. c) Stakeholder List: 28% female (none under 35 or from minority groups). d) No specific information collected on equality and demographics during recent consultation and engagement exercises.

The detailed action plan setting out how we are going to deliver these outcomes is contained in Appendix 7

Part 5: What Next...

We hope that this mainstreaming report shows that in developing, consulting and delivering our National Park Partnership Plan, with an underlying theme of the National Park being a Park for All, and with the long-term vision for the National Park being an outstanding National Park, enjoyed and valued by everyone, where nature and people thrive together, we have already been fulfilling the aims of the General Duty for some years. For many staff, celebrating the diversity of people and reaching out to new audiences is the day job. Elsewhere the requirements of the Act have acted as a springboard for change, with improvements already beginning to deliver. What we have also learned though is that there is always room for improvement, and in composing and monitoring delivery of our Equality Outcomes we have tried to identify things that can be delivered that will make changes as soon as we can, whilst setting firm foundations for even more improvement in the future.

We encourage you to let us know how we are doing and how we can do even better.

If you have any comments or queries about any matters raised in this report, please contact:

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This document is available in large print, and other formats, on request. Please contact Cairngorms National Park Authority, details below. It is also available to view at www.cairngorms.co.uk.

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Part 6: Appendices

Appendix I – Legal Context

The 2010 Equality Act draws much of its meaning and authority from the three general duties at its core. These say that public bodies must have due regard to the need to:

- a) Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- b) Advance equality of opportunity between people who share a protected characteristic and those who do not; and
- c) Foster good relations between people who share a protected characteristic and those who do not.

In Scotland the Equality Act was followed by additional duties that applied to public bodies, known as the specific duties, or Public Sector Equality Duties. So, in Scotland we demonstrate what we have been doing to take account of the General Duty by the following:

- a) Reporting on mainstreaming the equality duty and publishing progress every two years;
- b) Publishing equality outcomes every four years and reporting progress every two years;
- c) Assessing and reviewing our policies and practices;
- d) Gathering and using employee information;
- e) Publishing our gender, race and disability pay gap information;
- f) Publishing statements on equal pay;
- g) Consider award criteria and conditions in relation to public procurement; and
- h) Publishing reports in a manner that is accessible.

The protected Characteristics under the Equality Act 2010 are:

- a) Race;
- b) Sex;
- c) Age;
- d) Disability;
- e) Sexual orientation;
- f) Religion and belief;
- g) Gender re-assignment;
- h) Marriage and civil partnership; and
- i) Pregnancy and maternity

The Equality Act (Specific Duties) (Scotland) Amendment Regulations 2016 require us as an organisation to set out how we will improve the diversity of our Board through effective succession planning. Although we don't appoint our own Board, we have a key role in working with Scottish Government to help broaden the diversity of candidates. We also have a duty to report the gender make-up of the Board and this will extend over time to include some of the other protected characteristics.

Appendix 2 – CNPA: Staff and Board Equalities Survey

Equalities Survey 2016

The following survey was sent to 85 members of the CNPA Board and Staff; 71 people completed it. This is a return of 83.53%.

* indicates the result was 5 or less

Age	
16 – 24	*
25 – 34	7
35 – 44	19
45 – 54	23
55 – 64	11
65 – 74	*
Prefer not to say	*
What is your Religion or belief?	
Buddhist	0
Church of Scotland	14
Hindu	0
Jewish	0
Muslim	0
Roman Catholic	6
Other Christian	*
Other Religion or Belief	*
Sikh	0
None	38
Prefer not to say	*
Do you consider yourself to have a disability?	
Yes	*
No	61
Prefer not to say	*
If you answered yes, what is the nature of your disability?	
Sensory impairment (blind, visual impairment, deaf, hard of hearing):	0
Learning disability or difficulty (Down's syndrome, dyslexia, autism, head injury):	0
Long standing illness or health condition (cancer, HIV, diabetes, chronic heart disease or epilepsy)	*
Mental health condition	0
Physical impairment (mobility issues, using arms, wheelchair user, on crutches)	*
Other Condition	0
How do you identify yourself? (If you are undergoing gender re-assignment, please use the gender identity you intend to acquire)	
Female	38
Male	26
Prefer not to say	*

Have you ever identified as transgender?	
Yes	0
No	65
Prefer not to say	*
Which of the following best describes you?	
Bisexual	0
Gay Man	*
Gay woman / Lesbian	0
Heterosexual / Straight	61
Not sure	*
Other	0
Prefer not to say	*
<p>CNPA wants to create an environment where our employees feel totally able to be themselves at work. To assist us with identifying where there may be barriers to achieving this, it would be helpful if you could answer the following question.</p> <p>If you are lesbian, gay or bisexual, are you open about your sexual orientation?</p>	
At home	
Yes	*
Partially	0
No	0
Prefer not to say	0
With colleagues	
Yes	*
Partially	0
No	0
Prefer not to say	0
With your line manager	
Yes	*
Partially	0
No	0
Prefer not to say	0
At work generally	
Yes	*
Partially	0
No	0
Prefer not to say	0
Which of the following best describes your current marital status?	
Married	43
Civil Partnership	0
Partnership	12
Separated	*
Divorced	*
Single	*
Widowed	0
Prefer not to say	*
Which of the following best describes your caring responsibilities?	
None	35
Primary carer of a disabled adult (18 and over)	0
Primary carer of a child/children (under 18)	26

Primary carer of an older person (65 and over)	*
Primary carer of a disabled child/children (under 18)	*
Secondary carer	*
Prefer not to say	*
Which ethnic group do you most identify with? (there were many categories against which to report, but detailed below are just those that were ticked)	
White British	32
White English	*
White Scottish	25
White Welsh	*
Any other White background	*
Prefer not to say	*
Please indicate if you are a Board Member or which Directorate you work in	
Board Member	15
Conservation and Visitor Experience	12
Corporate Services (inc. Communications and Engagement)	19
Planning and Rural Development	16
Prefer not to say	*

CNPA: Staff Equalities Survey 2017

The following survey was sent to 66 members of CNPA Staff; 59 people completed it. This is a return of 89.39%.

* indicates the result was 5 or less

Age	
16 – 24	*
25 – 34	9
35 – 44	19
45 – 54	18
55 – 64	8
65 – 74	0
Prefer not to say	*
What is your Religion or belief?	
Buddhist	0
Church of Scotland	11
Hindu	0
Jewish	0
Muslim	0
Other Christian	6
Other Religion or Belief	*
Pagan	*
Roman Catholic	*
Sikh	0
None	30
Prefer not to say	*
Do you consider yourself to have a disability?	
Yes	*

No	56
Prefer not to say	*
If you answered yes, what is the nature of your disability?	
Sensory impairment (blind, visual impairment, deaf, hard of hearing):	0
Learning disability or difficulty (Down's syndrome, dyslexia, autism, head injury):	*
Long standing illness or health condition (cancer, HIV, diabetes, chronic heart disease or epilepsy)	0
Mental health condition	0
Physical impairment (mobility issues, using arms, wheelchair user, on crutches)	0
Other Condition	0
How do you identify yourself? (If you are undergoing gender re-assignment, please use the gender identity you intend to acquire)	
Female	25
Male	28
Prefer not to say	*
Have you ever identified as transgender?	
Yes	0
No	58
Prefer not to say	0
Which of the following best describes you?	
Bisexual	0
Gay Man	0
Gay woman / Lesbian	0
Heterosexual / Straight	53
Not sure	*
Other	*
Prefer not to say	*
<p>CNPA wants to create an environment where our employees feel totally able to be themselves at work. To assist us with identifying where there may be barriers to achieving this, it would be helpful if you could answer the following question.</p> <p>If you are lesbian, gay or bisexual, are you open about your sexual orientation?</p>	
At home	
Yes	0
Partially	0
No	0
Prefer not to say	0
With colleagues	
Yes	0
Partially	0
No	0
Prefer not to say	0
With your line manager	
Yes	0
Partially	0

No	0
Prefer not to say	0
At work generally	
Yes	0
Partially	0
No	0
Prefer not to say	0
Which of the following best describes your current marital status?	
Married/Civil Partnership	38
Civil Partnership	0
Partnership	11
Separated	*
Divorced	*
Ex Civil Partnership	0
Single	*
Widowed	0
Prefer not to say	*
Which of the following best describes your caring responsibilities?	
None	27
Primary carer of a disabled adult (18 and over)	*
Primary carer of a child/children (under 18)	26
Primary carer of an older person (65 and over)	*
Primary carer of a disabled child/children (under 18)	*
Secondary carer	*
Prefer not to say	0
What do you feel is your national identity?	
British	20
English	0
Northern Irish	0
Scottish	32
Welsh	*
Other (please specify)	*
Which ethnic group do you most identify with? (there were many categories against which to report, but detailed below are just those that were ticked)	
White British	20
White Polish	*
White Scottish	30
White Welsh	*
Any other White background	*
Prefer not to say	*
Please indicate if you are a Board Member or which Directorate you work in:	
Conservation and Visitor Experience	18
Corporate Services (inc. Communications and Engagement)	24
Planning and Rural Development	9
Prefer not to say	7

CNPA: Board Member Equalities Survey 2017

The following survey was sent to 18 CNPA Board Members; 15 people completed it. This is a return of 83.33%.

* indicates the result was 5 or less

Age	
16 – 24	0
25 – 34	0
35 – 44	*
45 – 54	*
55 – 64	*
65 – 74	6
Prefer not to say	*
What is your Religion or belief?	
Buddhist	0
Church of Scotland	*
Hindu	0
Jewish	0
Muslim	0
Other Christian	*
Other Religion or Belief	0
Pagan	0
Roman Catholic	*
Sikh	0
None	9
Prefer not to say	*
Do you consider yourself to have a disability?	
Yes	*
No	14
Prefer not to say	*
If you answered yes, what is the nature of your disability?	
Sensory impairment (blind, visual impairment, deaf, hard of hearing):	0
Learning disability or difficulty (Down's syndrome, dyslexia, autism, head injury):	0
Long standing illness or health condition (cancer, HIV, diabetes, chronic heart disease or epilepsy)	*
Mental health condition	0
Physical impairment (mobility issues, using arms, wheelchair user, on crutches)	0
Other Condition	0
How do you identify yourself? (If you are undergoing gender re-assignment, please use the gender identity you intend to acquire)	
Female	7
Male	8
Prefer not to say	*
Have you ever identified as transgender?	

Yes	0
No	15
Prefer not to say	0
Which of the following best describes you?	
Bisexual	0
Gay Man	*
Gay woman / Lesbian	0
Heterosexual / Straight	13
Not sure	0
Other	*
Prefer not to say	0
<p>CNPA wants to create an environment where our employees feel totally able to be themselves at work. To assist us with identifying where there may be barriers to achieving this, it would be helpful if you could answer the following question.</p> <p>If you are lesbian, gay or bisexual, are you open about your sexual orientation?</p>	
At home	
Yes	*
Partially	0
No	0
Prefer not to say	0
With colleagues	
Yes	*
Partially	0
No	0
Prefer not to say	0
With your line manager	
Yes	*
Partially	0
No	0
Prefer not to say	0
At work generally	
Yes	*
Partially	0
No	0
Prefer not to say	0
Which of the following best describes your current marital status?	
Married/Civil Partnership	11
Civil Partnership	0
Partnership	0
Separated	*
Divorced	*
Ex Civil Partnership	0
Single	*
Widowed	0
Prefer not to say	0
Which of the following best describes your caring responsibilities?	
None	9
Primary carer of a disabled adult (18 and over)	0
Primary carer of a child/children (under 18)	*

Primary carer of an older person (65 and over)	*
Primary carer of a disabled child/children (under 18)	0
Secondary carer	*
Prefer not to say	*
What do you feel is your national identity?	
British	11
English	0
Northern Irish	0
Scottish	*
Welsh	0
Other (please specify)	0
Which ethnic group do you most identify with? (there were many categories against which to report, but detailed below are just those that were ticked)	
White British	10
White Scottish	*
Prefer not to say	*

Staff Recruitment and Retention Statistics

The CNPA has a policy that all vacant posts are advertised to internal staff in the first instance. All internal applicants are guaranteed an interview provided they meet all the essential criteria for the post. There is no guarantee of appointment however, and if the post is not appointed through the internal recruitment process, it is advertised externally.

2015

In 2015, a total of eleven posts were advertised for recruitment; one post was not filled and went to recruitment in 2016. There were internal applicants for five posts – three of these posts were filled by internal applicants; 2 posts were filled by external candidates.

Internal Applicants

There were a total of 5 internal applicants of the 10 posts. As the data recorded was 5 or less, the CNPA are not obliged to disclose the data.

Internal Appointments

There were 3 posts which were filled by internal applicants. As the data recorded is 5 or less, the CNPA are not obliged to disclose the results.

External Recruitment

All external applicants complete a questionnaire that focuses on all the protected characteristics. The information held on external applicants for 2015 is as follows:

Total number of applicants was 81, of which 54 were female and 27 were male.

Age breakdown	
16 – 24	19
25 – 34	19
35 – 44	14
45 – 54	20
55 – 64	8
65 +	0
Blank	1

Transgender	
Transgender – Yes	0
Transgender – No	77
Transgender – Blank	4
Disability	
Yes	1
No	80
Marital status	
Married	27
Not Married	46
Civil Partnership	1
Unknown	7
Religion/Belief	
Blank	7
Buddhist	1
Church of Scotland	9
Hindu	1
Jewish	0
Muslim	0
None	52
Other	0
Other Christian	3
Roman Catholic	10
Sikh	0
Sexuality	
Bisexual	0
Gay/Lesbian	1
Heterosexual	73
Other	0
Blank	7
Ethnicity (there were many categories against which to report, but detailed below are just those that were ticked)	
White Scottish	45
White English	21
White Welsh	2
White N Irish	1
Other British	2
Polish	1
Other White	5
Indian	1
No disclosure	3

External Appointments

There were 7 posts appointed by external candidates:

- a) 3 of the appointed officers were female and 4 were male.
- b) 7 identified as not being transgender.
- c) 3 of the appointed officers were under 35; 4 were in the 35 - 54 category.
- d) None of the appointed officers advised of a disability.
- e) 3 of the appointed officers were married, 3 were not married and 1 was unknown.
- f) 1 appointed officer's religion or belief was other Christian; 6 stated none.
- g) 7 appointed officers were Heterosexual.
- h) 5 appointed officers were White Scottish.

2016

In 2016, a total of nine posts were advertised for recruitment; one post was not filled and went to recruitment in 2017. There were internal applicants for one post – this post was not filled internally; the remaining 8 posts were filled by external candidates.

Internal Applicants

There was a total of 1 internal applicant for the 9 posts. As the data recorded is 5 or less, the CNPA are not obliged to disclose the results.

Internal Appointments

There were no posts which were filled by internal applicants.

There are no trends in these statistics that are a cause of concern or indicate inequality in our policies and practices.

External Recruitment

All external applicants complete a questionnaire that focuses on all the protected characteristics. The information held on external applicants for 2016 is as follows:

Total number of applicants was 156, of which 86 were female and 70 were male.

Age breakdown	
16 – 24	15
25 – 34	36
35 - 44	53
45 – 54	30
55 – 64	19
65 +	3
Blank	0
Transgender	
Transgender – Yes	0
Transgender – No	0
Transgender – Blank	4
Disability	
Yes	3
No	151
No Disclosure	2
Marital status	
Married	65

Not Married	75
Civil Partnership	2
Unknown	14
Religion/Belief	
Blank	14
Buddhist	2
Church of Scotland	21
Hindu	0
Jewish	0
Muslim	1
None	81
Other	1
Other Christian	13
Roman Catholic	7
Sikh	0
Sexuality	
Bisexual	3
Gay/Lesbian	2
Heterosexual	140
Other	0
Blank	11
Ethnicity (there were many categories against which to report, but detailed below are just those that were ticked)	
White Scottish	67
White English	61
White Welsh	2
White N Irish	1
Other British	6
Polish	3
Other White	8
Indian	1
Bangladeshi	1
Chinese	1
Mixed or Multiple Other	1
African	1
No disclosure	4

External Appointments

There were 8 posts which were filled by external candidates:

- 4 of the appointed officers were female and 4 were male. None identified as being transgender.
- 3 were under 35; 5 were in the 35 – 44 category.
- None of the appointed officers advised of a disability.
- 6 of the appointed officers were married, 2 were not married.
- 2 appointed officer's religion or belief was Church of Scotland; 1 was Other; 3 stated none and 2 were left blank.
- 8 appointed officers were Heterosexual.

- g) 2 appointed officers were White Scottish; 3 were White English; 3 were Other White.

Staff Development Statistics

Every attempt is made to retain the training budget at healthy levels comparative to the economic circumstances. Within this budget CNPA has a policy of ensuring that any training need identified for an officer through the appraisal process will be prioritised, and typically staff can attend an average of up to four training events each year. Identification of training needs is based on individual work targets set for each year; competency levels to be attained by employees; employee career aspirations.

Currently our HR database records training undertaken by all staff. The data is recorded by the names of staff and because our HR database records some, but not all the protected characteristics of staff, we can only report on a limited number of characteristics. We do have data on the age and gender of each our employees, and work is currently taking place to interrogate this data to look at patterns and learn about our staff profiles and what this means for staff and the organisation. The approach currently being taken with these statistics is the standard we would like to achieve across data covering all of the protected characteristics.

Staff Development 2015

The data we already hold on staff training in 2015 can be reported as follows:
43 women and 28 men went on at least one training course in 2015. This represents 98.61% of the total number of staff employed in the year.

The age breakdown of staff who went on training was:

16 – 24	1
25 – 34	10
35 – 44	24
45 – 54	26
55 – 64	7
65+	3

The grade breakdown of training undertaken by staff in 2015 was as follows (with band A being the lowest grade/salary):

Band A	1 staff (100% of staff in grade)
Band B	6 staff (100% of staff in grade)
Band C	12 staff (92% of staff in grade)
Band D	32 staff (100% staff in grade)
Band E	9 staff (100% of staff in grade)
Band F	7 staff (100% of staff in grade)
Band G	3 staff (100% of staff in grade)
CEO	1 staff (100% of staff in grade)

The training was split over the Directorates as follows:

Corporate Services	23
Planning and Rural Development	20
Communications and Engagement	6
Conservation and Visitor Experience	22

Staff Development 2016

The data we already hold on staff training in 2016 can be reported as follows:
37 women and 31 men went on at least one training course in 2016. This represents 91.89% of the total number of staff employed in the year.

The age breakdown of staff who went on training was:

16 – 24	2
25 – 34	9
35 – 44	24
45 – 54	23
55 – 64	9
65+	1

The grade breakdown of training undertaken by staff in 2016 was as follows (with band A being the lowest grade/salary):

Band A	1 staff (100% of staff in grade)
Band B	5 staff (71% of staff in grade)
Band C	14 staff (100% of staff in grade)
Band C1	0 staff (0% of staff in grade)
Band D	28 staff (93% staff in grade)
Band E	10 staff (90% of staff in grade)
Band F	6 staff (100% of staff in grade)
Band G	3 staff (100% of staff in grade)
CEO	1 staff (100% of staff in grade)

The training was split over the Directorates as follows:

Corporate Services	23
Planning and Rural Development	16
Communications and Engagement	6
Conservation and Visitor Experience	23

Appendix 3 – Equal Pay Statement

Statement

The Cairngorms National Park Authority is committed to the principles of equal pay for all of our employees, regardless of sex, race, religion or belief, age, marriage and civil partnership, pregnancy and maternity, sexual orientation, gender reassignment, or disability.

The Authority recognises that all staff in the workforce should receive equal pay for work of equal value, or the same or similar work and we operate a single job evaluation scheme to measure the relative value of all jobs in our pay and grading structures within an overall framework that is consistent, transparent and fair. We aim to eliminate any gender, disability or racial bias in our pay systems and understand that equal pay as regards women and men; people who are disabled and those who are not; and people who fall into a minority racial group and those who do not is a legal right in accordance with both domestic and European law.

Our Job Evaluation and Pay Progression policies aim to reflect equal pay with respect to remuneration for all staff in ensuring that the level of reward is appropriate to the relative size and content of the job. We believe that equality must be enshrined in the values of our organisation. The values of the organisation send a positive message on diversity and equality to managers, employees, potential employees, partners and customers and enhance productivity, efficiency and morale.

The Authority has worked towards ensuring that employees have confidence in the Authority's process of eliminating bias and we have therefore been committed to working in partnership with the Staff Consultative Forum and trade union representatives. The Authority will continue working with the various stakeholders in taking action to ensure that it provides equal pay.

Our equal pay objectives are to:

- a) Regularly monitor and review the application of our policies and procedures to ensure there are no unfair, unjust or unlawful practices that impact on pay
- b) Agree and apply solutions to remedy any problems
- c) Consult with staff and keep them informed of any changes
- d) Provide training and guidance for staff involved in determining pay issues
- e) Carry out annual monitoring of pay statistics, and two -yearly audits of pay and benefits for existing staff, including those on maternity leave, sick leave and career breaks.
- f) informing workers how their pay has been determined in each salary review
- g) Respond to any grievances in equal pay as a priority

Following each two-yearly equal pay audit, the Corporate Services Director will review the findings and feed back to the Staff Consultative Forum, and the Staffing and Recruitment Committee

If an employee considers that they are not being paid equally to another employee for the same or similar work, or for work of equal value, they are advised to raise their concerns informally with their line manager/the HR manager. If informal discussions do not resolve the matter to the employee's satisfaction, they should write to the Corporate Services Director setting out their concerns in accordance with the organisation's grievance

procedure. Details of any complaints regarding equal pay will be retained confidentially for monitoring purposes.

The Corporate Services Director is responsible for equal pay within the organisation and will review and ensure compliance with this policy at regular intervals.

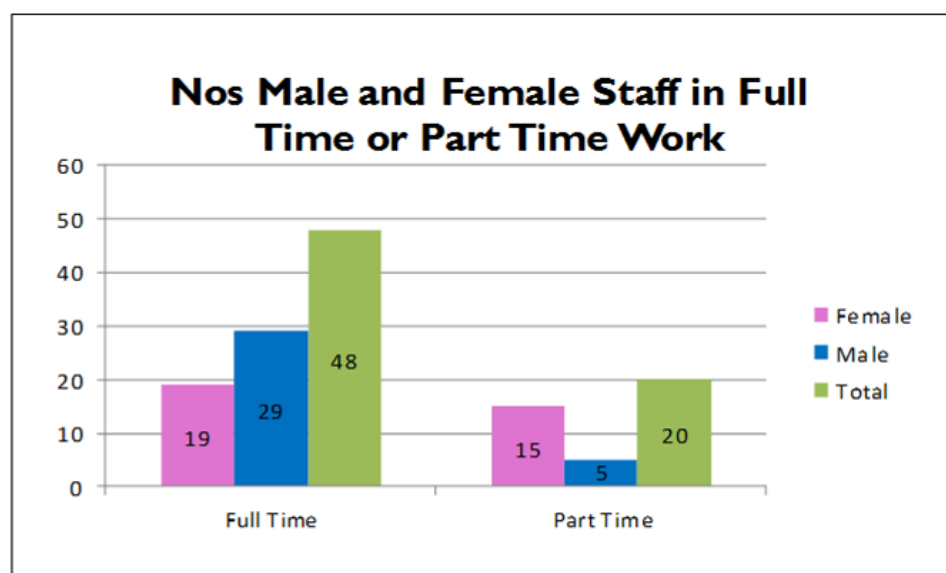
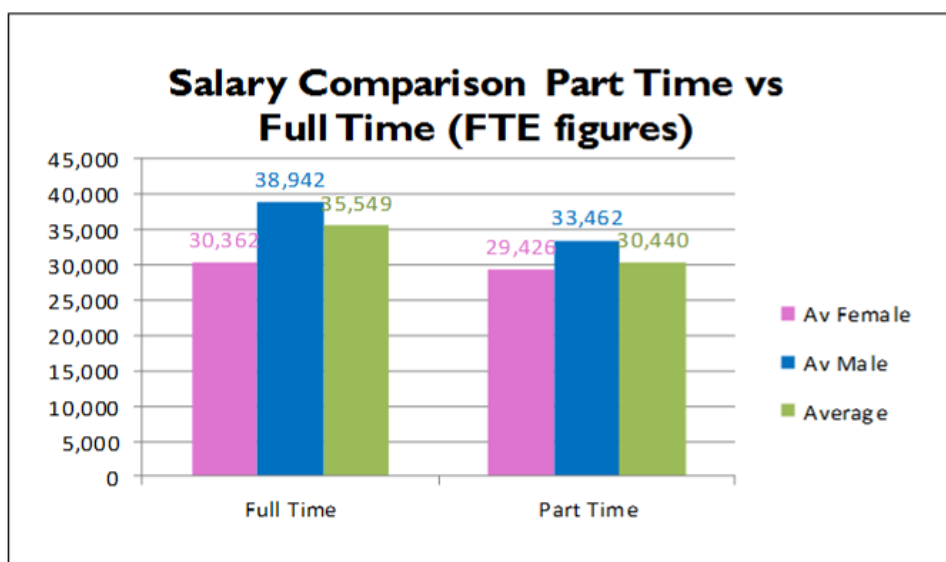
Appendix 4 - Equal Pay Audit 2017

Background

1. An equal pay audit is designed to assess pay levels across the organisation in terms of gender equality. It should scrutinise all aspects of pay including profiles of the different grades and directorates across the organisation, as well as recruitment and promotion in order to highlight any areas where direct or indirect discrimination may be impacting on pay equality. The CNPA is committed to conducting an equal pay audit as part of its approach to equalities, and we assess pay for gender equality on an ongoing basis.
2. The CNPA has a robust and objective job evaluation system which is designed to eliminate all elements of potential discrimination in the grading of different jobs, but it is important that our processes are scrutinised to ensure that inequalities are not allowed to develop inadvertently. There may be socio-demographic reasons behind differences in pay or numbers of male or female staff at different grades within the organisation, but it is not sufficient to assume that this is the case.
3. This equal pay audit was conducted in January 2017 using the salary levels and staff numbers as at 31st January.
4. There are two measure of pay gap – mean and median. The mean (sum of hourly rates of pay divided by the number of staff) includes the highest and lowest rates of pay. The median (the midpoint of the employee's hourly rates of pay) is not skewed by very low or very high hourly rates of pay, and gives a very accurate representation of typical difference, but it can obscure gendered pay differences. Guidance therefore suggests that preference should be given to the mean, as it gives a deeper understanding of any pay gaps. Our calculations across the board are based on the mean average. For the overall gender pay gap figure, we have also used the median calculation.

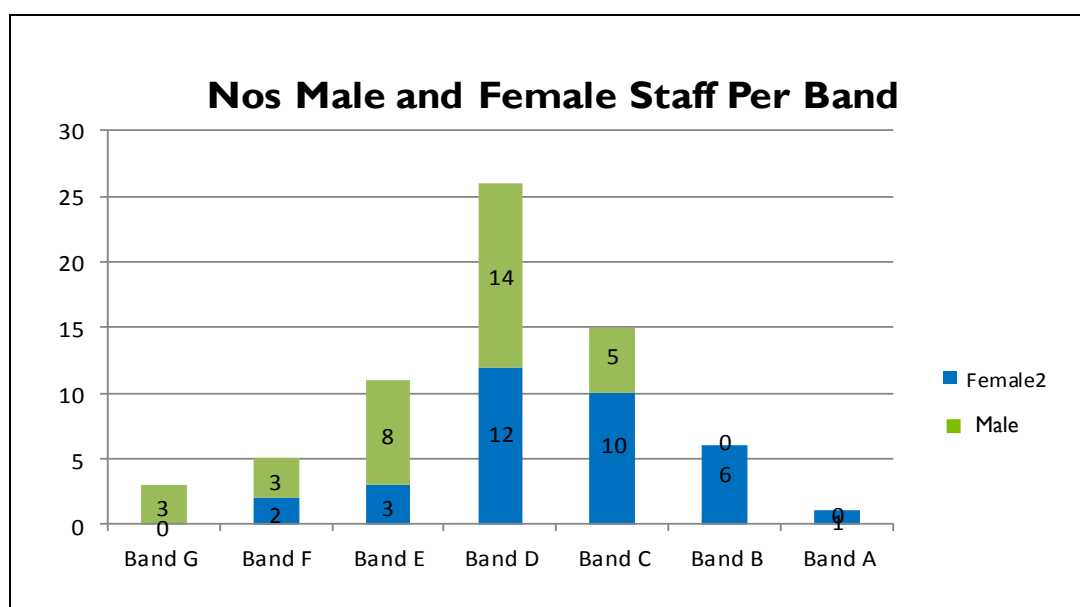
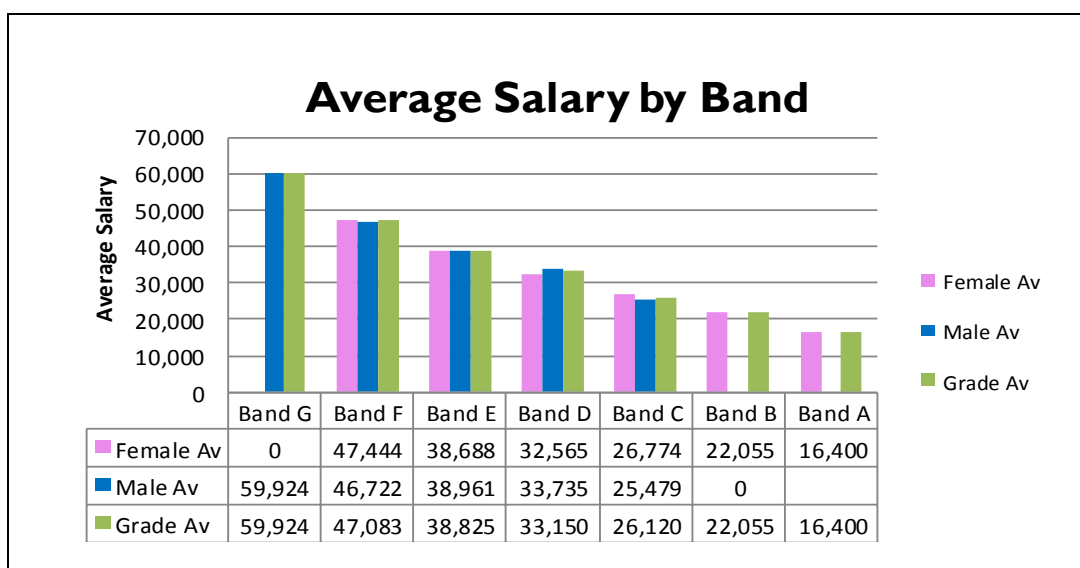
Gender Pay Gap Results for Full-time and Part-time Staff

5. Of our total 48 staff who work full time, 40% are women, in comparison with 60% who are men. The full-time pay gap (comparing women's full-time average hourly pay with men's full-time average hourly pay) is 22%. This can be illustrated by the following analysis: Of the 19 full-time female staff, 48% are in the lower graded/paid bands A – C; 26% are in the middle paid range (band D); and 26% are in the higher graded/paid bands (E-G). Of the 29 full-time male staff, 11% are in the lower paid bands; 41% are in the middle range; and 48% are in the higher bands. So, the majority of male full time posts are in grades that are at the higher end of the salary scale, whereas the majority of female full-time posts are positioned in the grades that are at the lower end of the salary scale.
6. 75% of the organisations' part-time staff are female, and 25% are male. The average part time female salary is 12.06% lower than the average male part time salary. However, the average part-time female's hourly salary is 24.13% less than the average male full-time salary. This is partly due to the fact that there are few part time opportunities at the higher paid grades within the organisation, and currently 95% of our part-time and job share posts are within the lower paid Bands A to D. There is only one part-time officer within the senior grades.



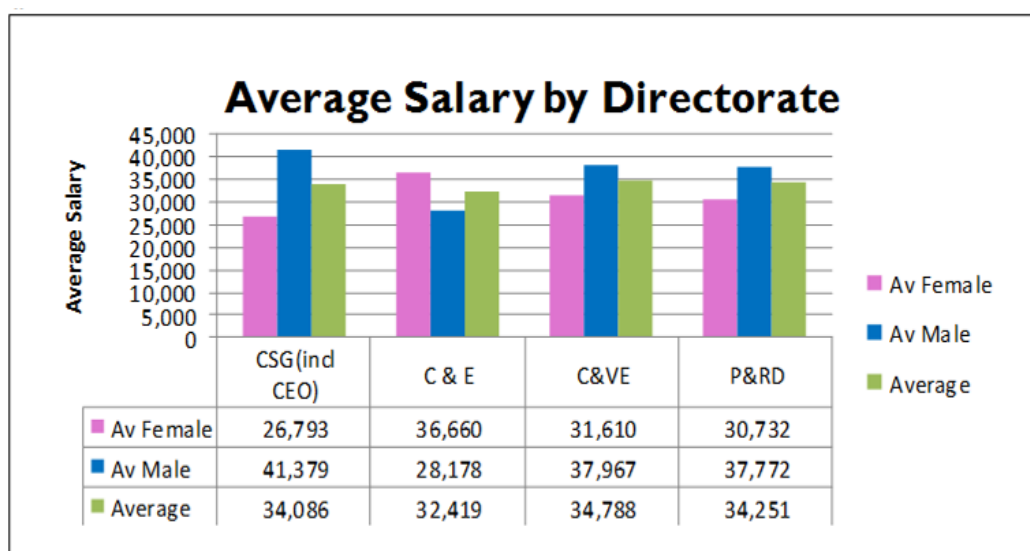
Results by Grade

7. The Equal Pay Audit found that there were variances in salary average between male and female, but there was no obvious pattern in terms of grade/level within the organisation, with the female average higher than the male in some grades (band C and F), yet not in others (bands D and E). An analysis of the variations suggested that variations were due to length of service within a particular grade. It must be noted however, that bands A and B were entirely occupied by female members of staff, and band C has 5 male and 10 female staff. At the opposite end, the management team (CEO and directors) of 4 officers is entirely male. Within the Operational Management Group, there are 3 male and 2 female heads of service. It should be noted that of the 20 management posts (bands E to G + CEO), just 5 (25%) are female i.e. 7% of the total workforce are female managers, compared to 22% male managers.

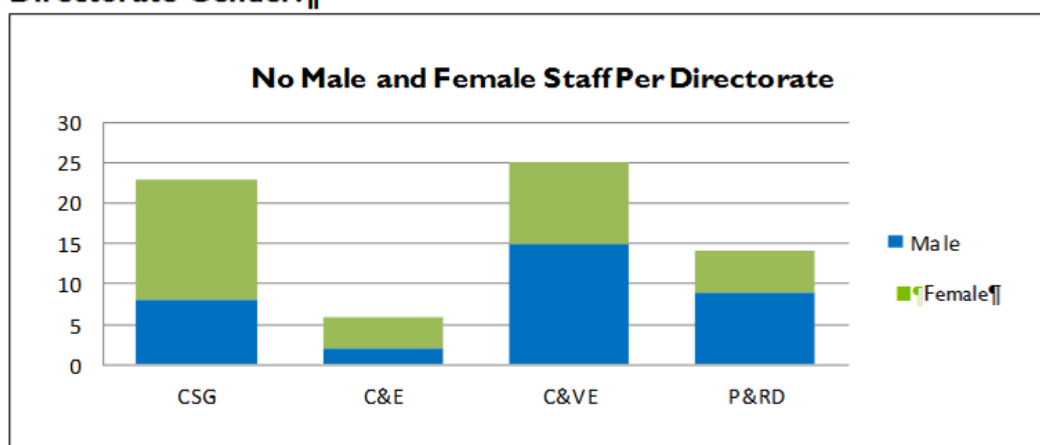


Results by Directorate

8. An analysis of the salary levels by Directorate across the organisation showed that the average female salary was lower than the average male salary in all Directorates except the Communications and Engagement Group. Much of this difference appears to be due to the higher levels of female staff at admin or support officer levels within the Directorates, combined with significantly more males than females at the higher paid bands E, F and G across the organisation.



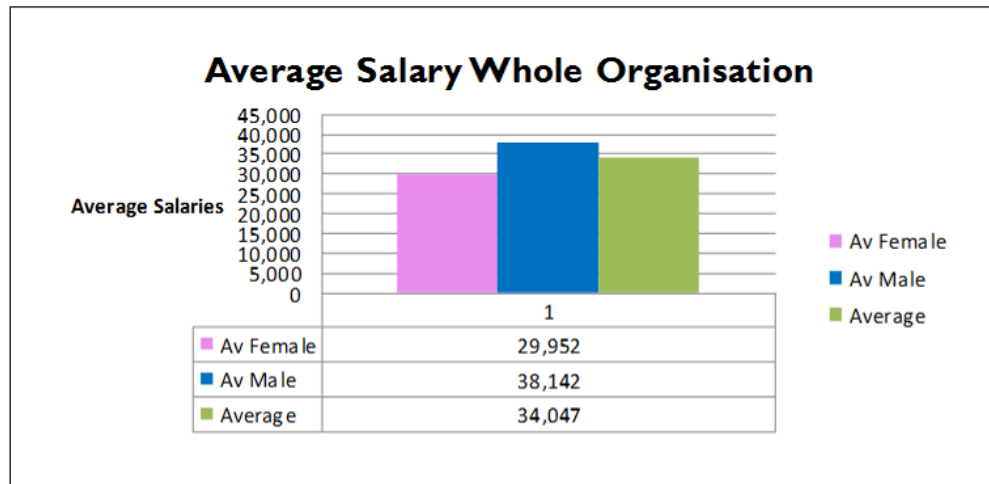
Directorate Gender:



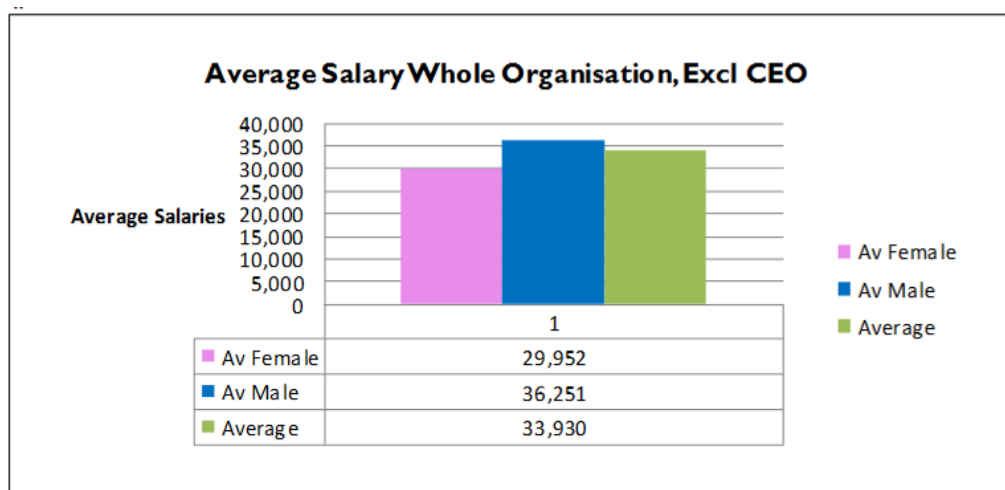
Overall Organisational Results

9. Across the organisation as a whole, for the first time ever, there are equal numbers of men and women employed by CNPA (34 men, 34 women). The average hourly salary across the organisation is £17.46 (annual FTE £34,047), with the average male hourly salary being £19.56 (or £38,142 FTE) and the average female salary being £15.76 (£29,952 FTE). This makes the gender pay gap (i.e. the difference in average hourly earnings between men and women) 21.47%. (If we use the median methodology to calculate the gender pay gap, the figure is even higher at 22.41%). This figure is above the Scottish gender pay gap of 15%*, but is an improvement on the 2015 gender pay gap of 23.66%. This improvement could partly be explained by the fact that although the recruitment over the last two years has been fairly balanced across male and female appointees, more posts were developed and evaluated at the band C level, and there were more male appointments to the lower graded band C posts than before – i.e. the band is no longer entirely populated by female staff. Nevertheless, it is still of concern that the overall gender pay gap is so much higher than the national position.

*Close the Gap (2016) Gender pay gap statistics



The picture changes slightly if we remove the CEO from the calculations. Excluding the CEO's salary, the organisational average salary is £33,930, with the male average being £36,251. As such, the female average is 17.37% less than the male average.



Overtime

10. Overtime is paid only in exceptional circumstances and makes up a small element of the pay bill. Only one member of staff has been paid overtime in the past year.

Recruitment Statistics

2016

11. In 2016 a total of 9 posts were advertised, but one of these posts was appointed in 2017. So there were 8 appointments in 2016. All posts were advertised internally in the first instance.
12. There was only one internal applicant for one post. The post was not filled and went external. Statistically, fewer staff applied for internal positions than in previous years.
13. In 2016, of a total of 156 external applicants there were 86 female and 70 male applicants, or 55% were female, and 45% of applicants were male. Of the 8 posts that were filled by external candidates, 4 were female and 4 were male appointees.

2015

14. In 2015 a total of 11 posts were advertised for recruitment, but one of these posts was appointed in 2016, so there were 10 appointments. All posts were advertised internally in the first instance.
15. There were 5 internal applicants (2 female and 3 male) for 5 posts. 3 of these posts were filled by internal applicants. Of the 3 who were appointed, 1 was female and 2 were male.
16. There were 81 external applicants - 54 female and 27 male applicants, or 66% of applicants were female, and 34% male. Of those 7 people who were appointed, 3 (43%) were female and 4 (57%) were male.
17. So, in 2015, in total there were 6 male appointments, and 4 female appointments.

Conclusions from the Audit

18. CNPA jobs are evaluated to determine which band they should be placed in, and most staff start at the bottom of the band, progressing by annual progression awards to the top of the scale. The potential for all forms of inequality is thus reduced by the fact that jobs are objectively evaluated and salaries allocated according to the job content rather than the person. There is still potential for inequality within evaluation systems, such as the weighting given to particular types of work – for example caring tasks have often attracted a lower weighting than manual labour in the past, which indirectly favours more men than women. The CNPA evaluation system has been designed and equality impact assessed to avoid this type of discrimination.
19. The length of service required to reach the top of the salary scale has in some instances been found to discriminate against women, who traditionally have more breaks in their career and therefore take longer to reach the top of the salary point. Whilst this has not been found to be a problem at CNPA currently, this is an area which will be monitored closely over the coming years, particularly given change to the new open salary grade structures which were assessed as having some moderate risks of impacting on gender and age equality.
20. In terms of recruitment, it should be noted that more men were appointed over the last two years than women, yet there were significantly more female applicants than male. Recruitment panels are typically gender balanced, however, going forward, this point will be explicit in the Recruitment Policy, and all managers will be trained on unconscious bias, to ensure there is no discrimination at recruitment stage.
21. The lower level of internal applicants for posts has been noted, together with the lower number of female staff in the more senior posts. Only 7% of senior posts in CNPA are occupied by women, despite the fact that 50% of the Authority's staff are women.

This does not compare well with the Scottish position, where women make up 47% of the workforce, but 34% of managers, directors and senior officials are women *. These points, together with the overall gender pay gap figure of 21.47 have provided evidence to support the identification of one of the Equalities Outcome (2017 – 2020) as being to “ensure a gender balance in senior management positions”, and an action plan has been developed as part of the overarching Equalities work for 2017 -2020 to support this outcome.

22. The CNPA has a number of policies designed to ensure that male and female members of staff have equal access to career progression. Male and female staff are given support in managing childcare commitments and other work life balance issues to enable them to work effectively at any level of the organisation. We have a range of part time, job-share and ad-hoc working from home arrangements which have been accessed equally by men and women across the organisation. Part time or job share roles at the higher bands E and F grades are not typically being requested by staff to date, but this could be because of an organisational cultural perception that posts cannot be delivered at that level in part time hours. We will be seeking to challenge this perception as part of the Equalities Action Plan for the next 4 years.

*Equality & Human Rights Commission 2016

Appendix 5 – Occupational Segregation

As staff numbers are small (68 at the time of reporting), it would be meaningless to report data below dis-aggregated further by directorate or department. As such, we have shown the breakdown just by grade.

By Gender (as per equal pay audit data of 31 January 2017)

Grade	Grade description	Female	Male
A	Reception/admin assistant	*	0
B	Admin/finance officer	6	0
C	Technical/Snr Admin/policy officer	10	5
D	Policy Officer/Supervisor/first level Management	12	14
E	Management/technical specialist	*	8
F	Manager of managers/Heads of Service	*	*
G	Directors + CEO	0	*

By Race (as per information provided upon employment and held on Snowdrop)

Grade	Grade description	White British	White Scottish	White Other	Black/Asian	Other	Information not provided
A	Reception/admin assistant		*				
B	Admin/finance officer	*					*
C	Technical/Snr Admin/policy officer	*	*	*			9
D	Policy Officer/Supervisor/first level Management	*	*				25
E	Management/technical specialist		*	*			8
F	Manager of managers/Heads of Service						*
G	Directors + CEO						*

By Disability (as per information provided upon employment and held on Snowdrop)

Grade	Grade description	No Disability	Disability Declared	Information not Provided
A	Reception/admin assistant	*		
B	Admin/finance officer	6		
C	Technical/Snr Admin/policy officer	15		
D	Policy Officer/Supervisor/first level Management	27	*	
E	Management/technical specialist	11		
F	Manager of managers/Heads of Service	*		
G	Directors + CEO	*		

Appendix 6 – CNPA Equality Action Plan 2013-2017 Progress Report

Action	Aim/output	Equality/ outreach group	Delivery/ Lead partner/s	Update March 2015	Update March 2017
I.2 Create opportunities for young people and other equality groups to get involved in and learn about the National Park through CNPA projects. These are specific Park projects that engage with equality groups:					
a) Volunteering	Develop opportunities for environmental volunteering – providers, activities and volunteers	Young people, outreach groups	CNPA (Outdoor Learning Officer) /partner	The Authority, in partnership with Cairngorms Outdoor Access Trust (COAT) has continued to support voluntary activity in guided walks benefiting many equalities groups. Looking forward CNPA hope to employ a Volunteer Co-ordinator to take this work forward and are continuing to look at suitable funding models for this post	CNPA has secured funding for Leader and Paths for All to support a full time three year volunteer coordinator post developing environmental volunteering and continuing the Cairngorms Health Walks Project.
b) John Muir Award		Young people, disadvantaged groups	CNPA (Outdoor Learning Officer), JMA	25% of JMA participants come from disadvantaged backgrounds.	2015 , 3208 awards 20% from disadvantaged backgrounds 2016 , 3140 awards 20% from disadvantaged backgrounds
c) Outdoor learning in National parks	Focus on OL to deliver curriculum for excellence	Young people, students	ES, EnFor, LAs	The outdoor learning project has completed with some education authorities now utilising outdoor learning within their mainstream curriculum. The CNPA has put in place transport grants to encourage groups – in particular youth and school groups – into the national	Focus is now on developing capacities within schools:- Three teachers completed GTC Approved 'Teaching in Nature' Programme 32 new John Muir Award Leaders

Action	Aim/output	Equality/ outreach group	Delivery/ Lead partner/s	Update March 2015	Update March 2017
				park to undertake learning activities.	trained.
d) Skills development and training for young people	Encourage higher standards in land management practice	Includes age 16+, no upper age limit	CNPA	Land management training project rural skills training, 30% cost reimbursement. Working with COAT, we have a Scottish Qualifications Authority (SQA) accredited course in environmental management and path construction which has attracted significant application numbers each year.	Land management training still encouraged with a 30% discount on training courses. Training events have attracted 5 under 18s, especially farming courses. Tomintoul and Glenlivet Landscape Partnership funded for next four years, one of the aims is to provide training and routes into land management employment for young people.
e) Community Leadership Project – Backbone training	Training 12 multi-cultural community group leaders in leadership, skills, pers development. Using CNP as training venue.	BME, young people, inner city	Rank Foundation, others, CNPA (in kind)	Over 4 years, Community Leadership Programme has trained 48 leaders from BME and marginalised communities, benefiting a further 869 people to engage with their environment. CNPA working with Backbone to develop next three year community leader programme with Backbone	Backbone recruited 12 community leaders with five dropping out in the first year. Participants have engaged over 2500 people from BME and Marginalised communities: a) 2140 people engaged in community events of all backgrounds, ages and abilities b) Over 400 people engaged in project based initiatives c) 28 people with disabilities d) At least 44 family/friends
f) 'Festival for All', October 2014	Introducing new equality groups to opportunities in CNP, part of Active Cairngorms	BME groups, young people, disabled people	Backbone, CNPA, FCS Rangers	Park for All event held in Blair Atholl in Oct 2014 – over 350 people from multi-cultural communities and disability groups took part in various environmental, recreational and learning activities. Building relationships with rangers and gaining knowledge and	Festival for All being organised on 24 th September 2017

Action	Aim/output	Equality/ outreach group	Delivery/ Lead partner/s	Update March 2015	Update March 2017
				confidence to visit the Park in the future.	
g) Active Cairngorms	Getting people more active	Older people, young people, health inequality, people who are inactive		There were 337 Health walks in 2013/14 and 652 in 2014/15. Active Cairngorms developed with Inclusive Cairngorms – draft out for consultation, with anticipated adoption date of June 2015.	Wee Walks Week Sept 2016 developed to celebrate short walks and encourage greater uptake. GP Health Walk referral schemes in place in Strathdon and Tomintoul with Aviemore and Ballater scheduled for 2017
h) Travel grant scheme	Subsidy to support schools and outreach groups to visit and learn about the CNP	Young people. Disadvantaged groups	CNPA SNH Rangers	11 secondary, 12 primary and 9 disadvantaged groups awarded grants in 2014-15. Benefiting 1,139 students, teachers/leaders, over half of whom are from deprived areas or who have never visited the Park before	Between April 2015 and March 2016, the CNPA awarded 43 grants for trips to the National Park. Of these, 28 grants were awarded to schools, and 15 to voluntary / under-represented groups benefitting 1,322 people. In 2016/17, 26 grants were awarded to schools and 7 to underrepresented groups, benefitting 1,164 people
i) Inclusive Cairngorms advisory forum	Involving and consulting with IC to make CNPA projects more inclusive; promoting good practice in equalities	Various incl Young people, disabled people, low income, BME	CNPA	IC consulted on 4 EqlAs for projects: Local Development Strategy, Active Cairngorms, Comms and Engagement Strategy, Easy access Guide	Inclusive Cairngorms Consulted on: Cairngorm and Glenmore Strategy, Path Grading System, National Park Partnership Plan
j) Cairngorms Nature	Campaign to raise the profile of the Park as outstanding place for nature, to	Young people and families		Promoting Cairngorms Nature Festival to schools and outreach groups. Each area involved in the Festival has an all-abilities option and opportunities for young people. Junior rangers are involved	Cairngorms Nature BIG Weekend (formerly Festival) has gone from strength to strength attracting young and old to events around the National park aimed at engaging people with nature. In 2016 1635

Action	Aim/output	Equality/ outreach group	Delivery/ Lead partner/s	Update March 2015	Update March 2017
	engage more people with Cairngorms nature			<p>in the events. The Festival has been specifically advertised via backbone and schools have been targeted. Advertisements have been placed with newspapers, magazines and the radio in/around Inverness, Elgin, Aberdeen and Perth – encouraging inner city groups to attend.</p> <p>In terms of wider engagement,; One of the four aims of the Cairngorms Nature Action Plan is 'Involving people'; specifically Action 4.3 "Further develop work with young people" through working with schools, the John Muir award, ranger and junior ranger activities, and promoting skills development in volunteering. 16% of Facebook followers are 'young' and 'old' audiences. 25% of followers are from cities, notably 15% of these are from London & Manchester. Action 4.5 is to "Help communities engage with and realise the benefits from, the natural heritage around them". Community development officers, ranger services and local authority staff are directly involved with delivery.</p>	<p>people attended of which 4% were from ethnic minority groups. Our Social Media continues to attract considerable interest and currently has 9,700 followers. The 2017 Cairngorms Nature BIG Weekend will host over 60 events across the Park including a school arts competition for all Primary and Secondary schools in and around the Park. The Nature Weekend will be promoted via Backbone to encourage ethnic minority groups to attend and money raised in previous years will go towards an event for people with mental health difficulties. There will also be opening/closing events aimed at university students, local residents and members of the public to discuss Scotland the Big Picture .</p>
I.3 Identify who uses our services so we can make our information and activities accessible to them:			CNPA Project Managers	Feedback form used for Cairngorms Nature Festival in 2014, which included equalities questions. This will be done every	VOICE software is now being used to support key consultation and engagement exercises. The software is a tool to assist in the

Action	Aim/output	Equality/ outreach group	Delivery/ Lead partner/s	Update March 2015	Update March 2017
<p>a) Work with project coordinators to collate equality data of project participants eg projects, grants programme, Land management training project, public events, customer survey, etc</p> <p>b) Explore other approaches to gathering equality data of visitors / visitor surveys</p>				<p>year.</p> <p>Equalities data was gathered from all funding applicants of LEADER funding for the old programme ending in 2014. The new programme commencing in 2015 will also involve gathering equalities data of funding applicants, which will be used to monitor programme delivery. The LEADER local development strategy also has specific objectives and indicators relating to hard to reach groups which overlap with some equalities groups, and we will be collecting specific data on them and actively targeting activities to reach hard to reach groups.</p> <p>National Park Visitor Survey results due in June 2015.</p> <p>Data gathered on participants attending the Outdoor Festival for All. Will help us to target our resources according to the needs of groups.</p>	<p>planning, delivery, and monitoring of engagement exercises including ensuring effective engagement with equality groups. VOICE is being used in the NPPP consultation and the Leapfrog project is being used to develop innovative engagement techniques for hard to reach groups.</p> <p>2014/15 Visitor Survey gathered data on age, gender, disability and ethnicity.</p> <p>Data on age, gender, ethnicity, disability, religion, sexual orientation, qualification level etc collected for participants in CNPA rural skills training support and land management training/liaison events. Data collated on an on-going basis. Support provided by CNPA for one partially sighted and one deaf trainee to attend courses during 2016.</p> <p>Ladies only deer stalking courses continuing annually, attracts around 4 trainees.</p>
<p>2.1 CNPA focus on core paths – missing links and major upgrades together with appropriate way-marking and signage.</p>	<p>Target: 70% of core paths will be fit for purpose by 2017</p>		CNPA/COAT	<p>Speyside Way extension from Aviemore to Newtonmore now under construction and being built as accessible as the terrain allows. Anticipated completion date of 2017, dependant on availability of funding</p>	<p>Aug 2016 Speyside Way now completed to Ardgale – west of Kincaig and planning consent applied for next section to Insh.</p> <p>Feasibility Study for Deeside Way completed and funds secured for to design the first section from</p>

Action	Aim/output	Equality/ outreach group	Delivery/ Lead partner/s	Update March 2015	Update March 2017
Using and promoting best practice in accessible design of paths and signage, working with partners, land managers.			CNPA	<p>CNPA continues to use and promote the Design Guidance for Paths signs with new signs being installed in nearly all the communities of the Park:</p> <p>Community Path Leaflets have been developed for all (excluding Newtonmore) communities as well as new “paths with easy access” guide for Badenoch and Strathspey</p> <p>New map boards use best practice and the Community Path Leaflet design guide</p> <p>Community path leaflets are downloaded from the web and can be printed off in larger formats</p> <p>CNPA Access Staff continue to promote Country Access for all design guidance to path builders and developments</p>	<p>Invercauld to Braemar.</p> <p>Newtonmore Path leaflet completed June 2016 so all communities in CNP have an easy read leaflet. Reprints are updated to include new Scottish Path Grading System so that users have more and consistent information about routes.</p>
<p>3 Improve provision, promotion and accessibility of Corporate & Park information:</p> <p>3.1 Review of National Park brand and corporate identity (completed)</p> <p>3.2 Include statements in CNPA publications and documents re large print / alternative formats available on request</p>			CNPA	<p>3.1 Both the CNPA logo and Park brand have been reviewed to increase the use of Gaelic and their use is being monitored</p> <p>3.2 All Corporate publications are available in large print and follow plain English principles.</p> <p>3.3 The CNPA website is being redesigned, with one objective to ensure that the website itself, and</p>	<p>3.3 ‘Make it Yours’ campaign has promoted information about the Park and access to publications to 14 organisations and 146 staff</p> <p>3.4 Traditional Place Names Leaflet updated June 2016</p> <p>Welcome Leaflet revised (2017)</p> <p>CNP Tear Off Map distributed to Brand Charter Users and large visitor facing organisations</p>

Action	Aim/output	Equality/ outreach group	Delivery/ Lead partner/s	Update March 2015	Update March 2017
<p>3.3 Use a range of media to promote the availability of publications (websites, social media, email, local press, CDO's, partner networks, Advisory forums)</p> <p>3.4 Quarterly update of new CNPA publications (to circulate to networks)</p> <p>3.5 Review of CNPA publications re use of Plain English</p>				<p>information available through the website, is more accessible for all.</p> <p>All CNPA publications are listed and available on the Cairngorms National Park website</p> <p>Inclusive Cairngorms was consulted on the Communications & Engagement Programme for 2015/16</p> <p>3.4 Gaelic Language Place Names leaflet is being reprinted and distributed.</p> <p>Gaelic Language training courses have been offered to ranger services and other public facing service providers.</p>	<p>3.5 All CNPA publications are following guidelines to ensure accessibility standards are met including the use of Plain English</p>
<p>3.6 Support rangers with training:</p> <ul style="list-style-type: none"> a) auditing paths for Phototrails website, b) equality and diversity awareness; c) outreach through promotion and partnership <p>3.7 Working with COAT / other partners to provide and</p>				<p>3.6 All services have under gone Equalities training</p> <p>All service have Equality and Diversity Statements:</p> <p>Grant aided work programmes have specific requirements to support equality and diversity groups to visit and enjoy the Park for example the Community Leadership Programme supported by the CNPA and Backbone</p> <p>3.7 Three thousand copies of Paths with Easy Access Guide published</p>	<p>3.6 2016 Rangers trained in new Scottish Path Grading System</p> <p>Ranger Services key partners in volunteer development</p>

Action	Aim/output	Equality/ outreach group	Delivery/ Lead partner/s	Update March 2015	Update March 2017
<p>promote information on all abilities paths. Eg guide for west side of Park.</p> <p>3.8 Support volunteers, eg Access panels to audit paths for accessibility</p> <p>3.9 Work with Cairngorms Business Partnership:</p> <ul style="list-style-type: none"> a) providing guidance and templates to help make business case for widening audiences (to include equality groups) b) involvement in Accessible Tourism project and encouraging businesses to provide accessibility statements c) to promote accessible experiences on www.visitcairngorms.com, 				<p>in March 2015 with support from Inclusive Cairngorms and Badenoch and Strathspey Access Panel. Primarily aimed at less able bodied users and those returning to walking after periods on inactivity. Is being distributed via GP medical practices, BSAP and VIC's.</p> <p>3.8 This has not been taken forward due to uncertainty over future of http://www.phototrails.org/. As part of Active Cairngorms Action Plan it is intended to audit community paths and grade them according to new national path grading scheme http://www.pathsforall.org.uk/pathgrading</p> <p>3.9 CBP have been through a challenging year with the loss of their CEO and the loss of funding due to recent guidance on State Aid. As a result this is a low priority for the organisation and no progress has been made. The CNPA will be funding CBP at a much lower level in the future so any work we wish to influence them to deliver must demonstrate a business benefit – this is entirely possible in this case but may not be a priority for them. We may need to consider alternative actions to</p>	
					<p>3.9</p> <ul style="list-style-type: none"> a) Visitor Survey results have helped to identify demographic profile of visitors and opportunities to promote and cater for a wider audience. Promotion of these results to businesses and the potential benefits can be used to help businesses target equality groups. b) CBP are hosting an 'Accessible Tourism' business breakfast in September 2016 with support from CNPA and VisitScotland

Action	Aim/output	Equality/ outreach group	Delivery/ Lead partner/s	Update March 2015	Update March 2017
and using other marketing methods				deliver this aim.	<p>to enable businesses to understand how best to cater for visitors with disabilities and how to target this market effectively through promotion.</p> <p>c) VisitCairngorms.com includes sections on opportunities for those on a tight budget 'Cairngorms on a Shoestring'. 'Disabled Access' is a search function on vc.com at present when filtering accommodation, attractions etc. The CBP business breakfast may help them to further develop the website for accessible tourism. The Discover and Explore section on Cairngorms.co.uk has scope for further development.</p>
4.1 Provide and promote range of accessible options for community involvement in planning (by undertaking EqlA of development management processes)			CNPA	There has been no further progression on this action	<p>The consultation and engagement processes LDP 2015 were considered through EqlA. The next LDP will also have an EqlA and consultation will be using the national standards for engagement and VOICE tool. The statutory development management process has not been EqlA'd by the CNPA but the CNPA has used a refreshed website to make access to planning information and well as simple advice about how to get involved in the planning processes easily available.</p>

Action	Aim/output	Equality/ outreach group	Delivery/ Lead partner/s	Update March 2015	Update March 2017
4.2 Revise and implement protocol involving Inclusive Cairngorms (and Access Panels) in planning			CNPA	IC consulted on 7 applications in 2014-15	Inclusive Cairngorms are consulted on applications for public buildings, facilities and spaces. Inclusive Cairngorms were asked to nominate projects that would showcase inclusive design in the CNP Design Awards 2016.
4.3 Work with Community council planning network and Developers Forum to raise awareness of and promote equality (best practice in inclusive design)			CNPA	Inclusive Cairngorms are actively consulted on all relevant planning applications	The NP Design Awards were promoted through the Planning Reps Network (PRN) and Developers Forum.
4.4 Work with schools to embed planning awareness/ involvement in curriculum, building on IMBY project			CNPA, schools, PAS	Developing proposals to deliver IMBY-type programme by CNPA staff	'Your Park' Planning programme trialled with S1 pupils at Grantown Grammar School May 2016. CNPA committed to a "Social Impact Pledge" to give young people in the National Park the opportunity to gain experience of the operation of the CNPA Board and also increase their understanding of how planning decisions are made. In terms of this pledge, we held a Planning Committee meeting in one of the local community halls during the school term, and invite young people from the local secondary schools to attend. We changed the protocol of Committee meetings for that day, to allow for a Q&A session at the end. 10 young people attended this event.

Action	Aim/output	Equality/ outreach group	Delivery/ Lead partner/s	Update March 2015	Update March 2017
5.1 Undertake staff survey – seeking information on equality / protected characteristics so that as an employer, we can address barriers / improve working conditions for all			CNPA	Staff Equalities monitoring survey carried out in Feb 2015. To date, no interventions have been implemented as a result of survey, but survey data will be closely monitored and interrogated by HR to identify if any interventions might be required.	Equalities survey carried out in March 2016. Survey results have been analysed and Carer's policy developed, consulted and adopted as a direct result of survey, which indicated that 10% of staff/board respondents are carers Survey conducted again in February 2017, and results will inform HR policy development over the next 2 years.
5.2 Actions arising from staff survey			CNPA		Best Companies staff engagement survey conducted every 2 years, and most recently in 2016. This survey specifically seeks anonymous feedback from staff on the organisation as an employer and on whether staff have any feedback on the CNPA's approach to equalities. Feedback has been positive, with staff valuing the ethos and values of the Cairngorms National Park Authority as an employer eager to actively promote and embed an equalities culture.

Appendix 7 - CNPA Equality Action Plan 2017 – 2020

Outcome 1: Ensure a gender balance in senior management positions

Action	Aim/Output	Target	Equality Group	Lead Partners
1. All junior graded staff will be offered the opportunity to engage in Mentorship programmes whereby women in senior positions mentor women in more junior posts.	To increase confidence, knowledge and understanding of staff in junior posts of the roles, responsibilities tensions and coping techniques at more senior posts.	30% staff take up mentorship opportunity	Women (gender)	CNPA (HR team)
2. Recruitment procedures will be reviewed: a) To ensure all the Essential criteria are indeed essential. b) To ensure all posts are advertised with the potential of being part time or job share. c) To ensure gender balance on recruitment panels is made explicit d) Recruitment advertising should highlight support for home working. e) Recruitment application packs should contain information about childcare and accommodation provision in the area.	Women are more confident to apply for posts as they perceive they meet the criteria, and that their options of part-time/flexible working are negotiable.	At least 50% applicants for senior/managerial positions are women.	Women (gender)	CNPA (HR team)
3. More joint up recruitment with similar public sector organisations, and opportunities for staff to go on secondments.	Staff gain new skills in a new environment where these opportunities might be limited at CNPA.	2% staff go on secondments.	Women (gender)	CNPA (HR team)
4. Flexible Working Requests are encouraged at all levels, and job shares created around such requests (if still deemed necessary that full time hours are required for that post).	Create opportunities for staff to develop and move into promoted roles.	From 0% job shares to 1% job shares.	All staff	CNPA (HR team)

Action	Aim/Output	Target	Equality Group	Lead Partners
5. Review training policy and budgets: a) Ring fence budget for line management training for staff who are not yet line managers but aspire to be. b) Ensure line managers support aspirational training. c) Ensure line managers encourage work shadowing to learn new skills.	Staff feel they are in a stronger position to apply for managerial positions as they have had training in these and related soft/transferable skills.	At least 50% applicants for senior/managerial positions are women.	Women (gender)	CNPA (HR team)
6. Explore and implement reasonable interventions to support the ability of single parents/carers to attend conferences, meetings and events that will require time away from home overnight.	Requirement to attend such events is not seen as a barrier to applying for senior positions.	At least 50% applicants for senior/managerial positions are women.	Women (gender)	CNPA (HR)
7. Ensure there is senior management awareness of perceptions about organisational culture. This to be done through actions identified through ODS2.	Women feel they are not disadvantaged by their inability to access informal networks.	At least 50% applicants for senior/managerial positions are women.	Women (gender)	CNPA (MT and HR team)
8. Review Flexible Working policy and investigate possibility of allowing remote working outwith standard working hours.	Minimise the impact of childcare responsibilities on ability to work efficiently and develop within the organisation.	At least 50% applicants for senior/managerial positions are women.	All staff	CNPA (HR)

Outcome 2: More equality groups will visit and experience the National Park

Action	Aim/Output	Target	Equality group	Lead Partners
1. We will develop additional web based visitor information promoting experiences that are affordable and accessible.	To improve range and quality of information promoting accessible low cost and free experiences in the CNP.	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25%.	All groups	CNPA (Comms and VE)
2. All our visitor information, interpretation and education programmes will be written in plain English and uses text and images that represent a wide range of society including appropriate images of disabled people and ethnic minorities: a) Review and update existing publications by 2018. b) Implement on all new publications from 2017.	To improve range and quality of information promoting accessible low cost and free experiences in the CNP.	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25%.	All groups	CNPA (VE)
3. Staff will refer to agreed engagement process to ensure that National Standards for Community Engagement are used to inform planning and delivery of marketing and promotional campaigns.	To ensure staff consider all aspects of the engagement process.	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25%.	All groups	CNPA (Comms, VE and PRD)
4. Information will be promoted in targeted periodicals (e.g. Enable magazine) by advert or editorial.	To improve range and quality of information promoting accessible low cost and free experiences in the CNP.	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25%.	All groups	CNPA (Comms and VE)
5. We will work with public sector partners to ensure that visitor facilities developed and promoted to encourage access for all: a) We will request that Visit Scotland incorporate equalities into their Total Quality Destination work in CNP.	To improve range and quality of information promoting accessible low cost and free experiences in the CNP.	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25%.	All groups	CNPA and VisitScotland LA's SNH, FCS

Action	Aim/Output	Target	Equality group	Lead Partners
6. We will work with private sector tourism businesses to raise awareness and promote access for all. a) Incorporate information into Make it Yours Programme. b) Deliver one business training programme specifically on catering for equalities groups.	To improve range and quality of information promoting accessible low cost and free experiences in the CNP: a) Deliver MIY to 200 visitor facing staff. b) Deliver business training to 12 businesses.	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25%.	All groups	CNPA CBP
7. We will continue to campaign to raise the profile of the Park as an outstanding place for nature, to engage more people with Cairngorms nature	Cairngorm Nature Festival will become an annual event, including promotion through Backbone and attracting minority groups	Increase the proportion of BME visitors from 1% to 2%.	All groups	CNPA Backbone
8. We will consult with Inclusive Cairngorms on large visitor infrastructure projects, as part of and in line with our engagement processes; in order to ensure that we have considered making facilities attractive and accessible to all.	All large visitor programmes and projects delivered by CNPA to have EQIA and consult with Inclusive Cairngorms.	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25%.	All groups	CNPA Inclusive Cairngorms
9. We will continue to work with Backbone to develop community leaders that provide opportunities for black and minority ethnic groups to visit the CNP.	Deliver one Festival for All in CNP during the period attracting 100 - 150 participants	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25% and proportion of BME visitors from 1% to 2%.	People from black and ethnic minorities	CNPA Backbone
10. We will continue to get people more active	Expand the GP Health Walk referral scheme	Increase the number of health walks from 652 (2014/15) by at least 20%	Older people, young people, health inequality, people who are inactive	CNPA/GPs
11. The travel grant scheme will give higher priority to disability, BME and groups from socially disadvantaged areas.	Increase number of new visits to CNP by under-represented groups.	Increase the proportion of awards made to under-represented groups from 24% to 35% by 2020.	All groups including low income.	CNPA (VE)

Outcome 3: More equality groups will participate in CNPA led consultation and engagement

Action	Aim/Output	Target	Equality group	Lead Partners
1. Establish and implement systems for gathering equality data for formal consultations, engagement events, and key CNP Groups and Forums to establish baseline data for future monitoring including: a) Pro-forma for informal gathering of data at events. b) Inclusion of voluntary equality questions in feedback/online questionnaires. c) Review of membership and Groups and Forums to gather equality data on membership. d) Utilise online tools/social media to pro-actively research information on those we engage with.	Baseline information in place from which to monitor improvement and plan communications activity.	Baseline data and monitoring in place for start of new Corporate Plan.	All groups	CNPA (RD/Comms)
2. Utilise equality figures of key CNP groups and forums (either led or funded by CNPA) and work with these groups to raise awareness of the benefits for more inclusive participation, identify possible barriers to involvement and pro-active initiatives, targets and monitoring to address these.	Key CNP groups and forums are better representative of key equality groups and take ownership of trying to improve equality.	10% increase in women and under 35 year olds involved in groups and forums.	Women and under 35 year olds.	CNPA (OMG) (AoCC, LOAF, CDAG, CNSG, CEF, CTP etc.)
3. Review Stakeholder engagement list to identify any gaps in equality groups and opportunities to improve coverage.	Ensure key equality groups are included on the CNPA stakeholder engagement list.	CNPA stakeholder engagement list includes equality baseline information and gaps in equality groups filled.	All groups	CNPA (OMG/Comms)
4. Develop, trial and monitor new engagement mechanisms to increase responses from hard to reach groups.	More responses are received from Women and Under 35 year olds.	10% increase in formal consultations (where baseline data established).	Women and under 35 year olds	CNPA (RD/Comms)

Action	Aim/Output	Target	Equality group	Lead Partners
5. Formalise inclusion of people with disabilities in the stakeholder training we provide by: a) Making it explicit in advertising e-mails and on the website that we will endeavour to make and pay for special arrangements for people with disabilities to attend training courses.	More people with disabilities will engage with stakeholder training offered by CNPA.	10% increase on attendance on training by people with disabilities.	People with disabilities	CNPA (LM&C)
6. Reporting of equality statistics in consultation feedback reports, engagement event reports, campaign activity, and notes/minutes of key groups and forums to raise awareness of the issue with staff, partners and stakeholders.	The profile of equality issues is raised with all staff and partners.	Standard reporting format in place by start of 2017/18 financial year.	All groups	CNPA (OMG)