

Cairngorms National Park Authority

Mainstreaming Report on the Delivery of the Aims of the General Duty of the Equality Act (2010) 30 April 2015

Background to this Report and the Equality Act 2010

1. 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.
2. 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.
3. This report has been produced in accordance with regulation 3 of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The report demonstrates what the Authority has been doing to deliver the aims of the general duty, with a special focus on making equality and diversity a part of our day to day work. Making sure that the delivery of equality and recognition of the positive role of diversity becomes part of our daily work is often referred to as 'mainstreaming'. By mainstreaming we mean that the aims of the general duty of the Equality Act are being met as part of the natural thinking, planning, and delivery cycle, rather than as a separate piece of work which sees equality compliance as a different task. This report highlights where mainstreaming is well embedded, where it is beginning to emerge, and where we think we most need to focus on next.
4. A different requirement under the specific duties asks us to identify what we want to achieve in terms of change in this area over the next few years. Known as 'Equality Outcomes' the Authority produced a separate document in 2013 that set out our vision and identified areas for activity over the next few years to 2017. More specific work plans have been written based on the outcomes we have identified.
5. You can view the Equality Outcomes document online at www.cairngorms.co.uk.

Mainstreaming Equality within CNPA

6. The following paragraphs will illustrate what we think has gone well, what we have recently been achieving, and identify where we need to focus on next. At the end of the report are some statistics about our staff composition which we hope will be of interest.

Corporate Functions and Processes

Policy and Project Planning and Development

7. We have embedded various ways to capture equalities in project planning and development processes.
 - a) Equality impact assessment (EqIA) – is undertaken on new projects and activities. Some recent assessments are available on our website at www.cairngorms.co.uk.
 - b) Expenditure justification forms – project proposal form includes a section on equalities, to identify how the project promotes equality and whether an impact assessment is required.
 - c) Expenses requisition form now includes a section asking if equalities issues have been considered and requiring evidence of such.
 - d) Project initiation document – as part of project planning, staff are required to complete these forms which include a section on equalities and identify whether an EqIA is required.
 - e) Project checklist – at the very early stages of project planning, staff use a 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. All staff were trained (2014) on the need to fill in this checklist, regardless of the size of the project.
8. **Future focus – staff training on Equality impact assessments; include consideration of equality impacts in policy development/Board decision papers.**

Grant Funding

9. Promoting equalities through our grants programme and partnership funding to third parties.
 - a) The new LEADER grant funding programme, delivered through the Cairngorms Local Action Group, (CLAG) is on track to commence in June 2015. Preparatory work over the last 12 months has 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.
 - b) 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.
 - c) 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.

10. **Future focus for grant funding:**
- a) **Going forward. The CLAG will have an identified equalities “champion”, whose role will be to keep the LAG up to date on equalities matters, and also to have oversight of equalities matters with regards the scoring of applications.**
 - b) **Conditions of LEADER grant funding will be dictated by a Scottish Government template, and there is an assumption that this will include reference to equalities.**
 - c) **The LEADER CLAG has identified a number of “hard to reach” groups, which include a number of equalities groups, which it aims to proactively target within the coming 5 year programme period.**

Communications and Engagement

11. Communications and engagement 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) Corporate identity – recently reviewed to improve clarity and accessibility of CNPA branding.
 - c) Adhering to best practice in consulting with communities through CNPA’s version of the National Standards for Community Engagement, eg in developing the National Park Partnership Plan, Core Paths Plan, Local Development Plan.
 - d) Involving Inclusive Cairngorms, an advisory forum to CNPA which promotes equality and inclusion. Includes organisations and individuals representing equality groups and interests who engage with the Park. The forum is consulted on CNPA’s work through the EqIA process, and was recently consulted on the Communications and Engagement Programme 2015/16.
 - e) Supporting other advisory forums, community development officers and community action planning to encourage inclusive participation in CNPA funded activities.
 - f) A website review is ongoing to ensure information is more accessible for all
 - g) All CNPA publications are listed and available on the CNPA website.
12. **Future focus for communications and engagement:**
- a) **Using and promoting best practice to engage with voluntary and equality groups (relates to Equality Outcome 1).**

Procurement

13. 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

14. Statutory functions we deliver are planning and outdoor access:

Planning

15. As part of our Planning Service Improvement Plan, ways of improving engagement with communities are being taken forward. Promoting equality is integral to this.
 - a) Protocol has been established where Inclusive Cairngorms are consulted on significant applications, eg public facilities, green space, large scale developments. Inclusive Cairngorms was consulted on 5 significant applications in 2013/14, and on 7 in 2014/15.
 - b) E-planning allowing wider participation in planning.
 - c) Establishment of the Community Planning Reps Network.
 - d) Engaging young people in planning processes through education programmes, e.g. In My Back Yard (IMBY) delivered in 4 schools in 2012, and in 4 more primary schools in 2013.

16. **Future focus for planning:**
 - a) **Providing and promoting range of accessible options for community involvement in planning;**
 - b) **Continue to work with schools to embed planning awareness in curriculum (relates to Equality Outcome 4); and**
 - c) **Continue to involve Inclusive Cairngorms in significant planning applications.**

Outdoor Access

17. As the Access Authority under the Land Reform Act (2003) Outdoor Access, CNPA facilitates 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 the principle of paths being as barrier-free as possible; associated paths leaflets and signage adhere to best practice in accessible design; and core paths plans are consulting on widely (using best practice in community engagement); while Local Outdoor Access Forum (LOAF) meetings are held in accessible venues; and a LOAF member represents wider inclusion/accessibility interests.

18. Community path leaflets have been developed for nearly all communities. In addition, a new “paths with easy access” guide has been produced for the Badenoch and Strathspey area. These leaflets are downloaded from the web and can be printed in larger formats.

19. CNPA Access Staff continue to promote Countryside Access for All design guidance to path builders and developers.

20. **Future focus for access:**
 - a) **Continuing to use and promote best practice in accessible design of paths and signage (relates to Equality Outcome 2).**

Gathering Evidence

21. 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 will be 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.
 - c) The recently conducted visitor survey also included equalities questions, which will be analysed and applied appropriately.
 - 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) Events, such as the Outdoor Festival for All, held in October 2014, 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.
22. We will consider extending the data gathering exercises to other service provision areas, e.g. planning, projects, public events to get a greater understanding of who our customers are and this will be a focus for future evidence gathering. (Relates to Equality Outcome 1).

Leadership and Staff Awareness

23. Mainstreaming the equality duty is an organisational responsibility and leadership and staff and Board awareness are central to success.
- a) Equality and diversity training for staff and Board members was carried out in 2011/12. All staff completed an ACAS on-line equalities and Diversity training course in 2014, which will be extended to Board members in 2015.
 - b) Internal Park for All Equalities group, chaired by a senior manager –oversees and leads on our equalities work. Includes HR and service delivery staff.
 - c) Senior managers – champion equalities in their teams and ensure equality is promoted in their delivery programmes. In-house Equalities and EQIA training is planned for senior managers in 2015.
 - d) As an organisation, promoting best practice in equalities to our partners, e.g. producing and promoting Park for All accessibility checklists, which are available on our website.
24. **Future focus for leadership:**
- a) **Training for senior managers in 2015;**
 - b) **Continue to promote best practice in equalities to our partners.**
 - c) **Review our EQIA form; and**
 - d) **Deliver training to relevant staff on how to use EQIA forms.**

Employment

25. CNPA subscribes to the 'Positive about Disabled People' 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.

26. The equality considerations of staff are identified through a number of means.
 - a) Staff Consultative Forum – equality is standing item on meeting agendas.
 - b) Staff appraisal – includes section on equalities to identify any additional needs/support required on account of an employee’s protected characteristics.
 - c) Staff Equalities Monitoring survey (see below) (relates to Equality Outcome 5).
 - d) Staff Engagement Survey every 2 years.

Staff Composition

27. In light of the requirements of the Public Sector Equality Duties the Human Resources department conducts annual Staff Equalities Monitoring surveys of staff inviting them to complete a questionnaire that identifies themselves against the protected characteristics. This survey is conducted anonymously.
28. 83.5% of staff and Board in the organisation responded to the 2014 survey, and in February 2015, the response rate was 80.95%. This response rates suggests high staff engagement with equalities matters.
29. Whilst the information (presented in the appendix to this report) was very welcome, because the survey is anonymous, it is difficult to identify staff in terms of the breakdown of protected characteristics across the recruitment, development and retention of staff. 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 equalities details 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.
30. We are conscious of the demographics that the survey reveals, but note that these are in keeping with the demographics of the geography of this area. Nevertheless, we will continue to monitor this information.

Equal Opportunities Monitoring in Recruitment

31. 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. We found in collating the mainstreaming report for April 2013, that, we were not gathering or reporting data across all characteristics – this was rectified in May 2013. The data we hold for 2014 is presented in the appendix to this report. We have also provided in the appendix the data for the period May to December 2013.
32. Our initial observations from interrogation of the data we captured in 2013 and 2014 was in relation to gender. In 2013, of a total of 172 external applicants there were 92 male applicants and 80 female, or 53% of applicants were male and 47% female. Of those appointed, 8 (57%)% were male and 6 (43%) female. So the recruitment balance by gender was reflected by the gender balance of applicants. In

2014, of a total of 69 external applicants there were 28 male applicants and 41 female, or 41% of applicants were male and 59% female. Of those appointed, 3 (43%) were male and 4 (57%) 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.

33. The other characteristic worth reflecting on is age breakdown. In 2013, 30% of applicants fell in the 35 – 44 age category with the least, just 3% being in the 16 – 24 age category. In 2014, the majority of external applicants fell in the 25 – 34 age group (42%), with only 1% in the 16 – 24 category. Recruitment of an apprentice receptionist in 2015, with recruitment targeted at the local high schools, afforded an opportunity to address this imbalance of applicants from this age group.
34. With regards internal recruitment/promotion, the data we gathered up until May 2013 reported only on a few characteristics – namely age and gender. This was rectified in 2013, and we now gather detailed equalities data on all internal applicants and appointments. This data can be found in the appendix.
35. Whilst it is noted that on the whole there are more female recruitments through the internal process than male, analysis of the types of posts recruited, and the balance of applicants for each post recruited suggests that there is no underlying gender bias.
36. Analysis of the other equalities characteristics does not indicate any particular bias, but we will continue to monitor and evaluate this data.

Gender Pay Gap

37. The gender pay gap as at 01 April 2015 was 23.64%, at which point there were 41 female staff with an average hourly salary of £15.57; and 28 male staff with an average hourly rate of £20.39. These figures include the CEO – if we were to exclude the CEO, the gender pay gap would be 21.16. The Gender pay gap at 23.64 is high, but is an improvement on the 2012 figure, which was 25.93.
38. It is noted through the equal pay audit that the lower graded support and administrative posts are all held by women, with 3 of the 10 senior management post occupied by women. However, 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 gender 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, equalities impact assessed and tested to avoid this type of discrimination.
39. The audit found that although there were variances in salary average between male and female, there was no obvious pattern in terms of grade/level within the organisation, with the female average higher than the male in some grades, yet not in

others. The analysis of the variations suggested that variations were due to length of service within a particular grade.

40. On ratio there are more 'new' female staff than male staff in the organisation (of the 40 posts have been appointed in the last two years, 58% were female and 42% were male), and new staff are as a matter of policy typically placed at the bottom of the pay band. This has partly contributed to the overall picture of the average female salary being lower than the average male salary, with female staff on average not yet progressed upward within pay bands as far as male staff.
41. 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 not refused any request so far for flexible working, and 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.
42. Where differentials in salary levels exist it seems to be linked mostly to demographic factors rather than inherent inequalities within CNPA job evaluation or access to additional pay. Nevertheless, we realise that staff in lower graded posts should be encouraged to take up opportunities for training and development thereby putting themselves in a stronger position to be promoted into higher paid positions. A Learning and Development strategy is being developed over the next year, and will take account of this.

What next ...

43. 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 new 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.
44. We encourage you to read our Equality Outcomes and 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 or our Equality Outcomes, please contact:
Kate Christie, katechristie@cairngorms.co.uk

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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Version I report submission: 30 April 2015

CNPA: Staff and Board Equalities Survey 2014

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%.

Age:

16 – 24	1	(1.41%)
25 – 34	9	(12.68%)
35 – 44	23	(32.39%)
45 – 54	19	(26.76%)
55 – 64	13	(18.31%)
65 – 74	4	(5.63%)
Prefer not to say	2	(2.82%)

What is your Religion or belief?

Buddhist	0	
Church of Scotland	12	(16.90%)
Hindu	0	
Jewish	1	(1.41%)
Muslim	0	
Roman Catholic	4	(5.63%)
Other Christian	6	(8.45%)
Other Religion or Belief	4	(5.63%)
Sikh	0	
None	40	(56.34%)
Prefer not to say	4	(5.63%)

Do you consider yourself to have a disability?

Yes	4	(5.63%)
No	66	(92.96%)
Prefer not to say	1	(1.41%)

If you answered yes, what is the nature of your disability?

Deafness or partial hearing loss	1	(25.00%)
Long term illness, disease or condition	1	(25.00%)
Other Condition	1	(25.00%)
Prefer not to say	1	(25.00%)

How do you identify yourself?

(If you are undergoing gender re-assignment, please use the gender identity you intend to acquire)

Female	36	(51.43%)
Male	29	(41.43%)
Prefer not to say	5	(7.14%)

Have you ever identified as transgender?

Yes	0	
No	68	(97.14%)
Prefer not to say	2	(2.86%)

Which of the following best describes you?

Bisexual	0	
Gay	1	(1.43%)
Heterosexual/Straight	67	(95.71%)
Prefer not to say	2	(2.86%)

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.

If you are lesbian, gay or bisexual, are you open about your sexual orientation?

At home:

Yes	1	(100%)
Partially	0	
No	0	
Prefer not to say:	0	

With colleagues:

Yes	1	(100%)
Partially	0	
No	0	
Prefer not to say	0	

With your line manager:

Yes	1	(100%)
Partially	0	
No	0	
Prefer not to say	0	

At work generally:

Yes	1	(100%)
Partially	0	
No	0	
Prefer not to say	0	

Which of the following best describes your current marital status?

Married/Civil Partnership	43	(61.43%)
Partnership	10	(14.29%)
Separated/Divorced	8	(11.43%)
Single	6	(8.57%)
Widowed	0	
Prefer not to say	4	(4.29%)

Which of the following best describes your caring responsibilities?

Adult	9	(12.86%)
Child/Children	27	(38.57%)
None	34	(48.57%)
Prefer not to say	4	(5.71%)

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	(45.71%)
White Scottish	35	(50.00%)
Any other White background	1	(1.43%)
Prefer not to say	2	(2.86%)

Please indicate if you are a Board Member or which Directorate you work in:

Board Member	14	(20.00%)
Conservation and Visitor Experience	13	(18.57%)
Corporate Services (inc. Communications and Engagement)	20	(28.57%)
Planning and Rural Development	15	(21.43%)
Prefer not to say	8	(11.43%)

CNPA: Staff and Board Equalities Survey 2015

The following survey was sent to 84 members of the CNPA Board and Staff; 68 people completed it. This is a return of 80.95%.

Age:

16 – 24	0	
25 – 34	10	(14.71%)
35 – 44	23	(33.82%)
45 – 54	21	(30.88%)
55 – 64	8	(11.59%)
65 – 74	4	(5.88%)
Prefer not to say	2	(2.94%)

What is your Religion or belief?

Buddhist	0	
Church of Scotland	12	(17.65%)
Hindu	0	
Jewish	0	
Muslim	0	
Roman Catholic	3	(4.41%)
Other Christian	4	(5.88%)
Other Religion or Belief	4	(5.88%)
Sikh	0	
None	41	(60.29%)
Prefer not to say	4	(5.88%)

Do you consider yourself to have a disability?

Yes	3	(4.41%)
No	63	(92.65%)
Prefer not to say	2	(2.94%)

If you answered yes, what is the nature of your disability?

Deafness or partial hearing loss	1	(25%)
Long term illness, disease or condition	2	(50%)
Physical disability	1	(25%)

How do you identify yourself?

(If you are undergoing gender re-assignment, please use the gender identity you intend to acquire)

Female	33	(48.53%)
Male	29	(42.65%)
Prefer not to say	6	(8.82%)

Have you ever identified as transgender?

Yes	0	
No	67	(98.53%)
Prefer not to say	1	(1.47%)

Which of the following best describes you?

Bisexual	0	
Gay	1	(1.47%)
Heterosexual/Straight	62	(91.18%)
Prefer not to say	3	(4.41%)

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.

If you are lesbian, gay or bisexual, are you open about your sexual orientation?

At home:

Yes	1	(33.33%)
Partially	0	
No	0	
Prefer not to say	2	(66.67%)

With colleagues:

Yes	1	(33.33%)
Partially	0	
No	0	
Prefer not to say	2	(66.67%)

With your line manager:

Yes	1	(33.33%)
Partially	0	
No	0	
Prefer not to say	2	(66.67%)

At work generally:

Yes	1	(33.33%)
Partially	0	
No	0	
Prefer not to say	2	(66.67%)

Which of the following best describes your current marital status?

Married/Civil Partnership	43	(63.24%)
Partnership	13	(19.12%)
Separated/Divorced	6	(8.82%)
Single	5	(7.35%)
Widowed	0	
Prefer not to say	1	(1.47%)

Which of the following best describes your caring responsibilities?

Adult	10	(14.71%)
Child/Children	33	(48.53%)
None	29	(42.65%)
Prefer not to say	1	(1.47%)

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)

Any other Mixed background	1	(1.47%)
White British	29	(42.65%)
White Scottish	35	(51.47%)
Any other White background	2	(2.94%)
Prefer not to say	1	(1.47%)

Please indicate if you are a Board Member or which Directorate you work in:

Board Member	13	(19.40%)
Conservation and Visitor Experience	14	(20.90%)
Corporate Services (inc. Communications and Engagement)	21	(31.34%)
Planning and Rural Development	13	(19.40%)
Prefer not to say	6	(8.96%)

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.

2013

In May 2013, we expanded the data we gathered on applicants with the result that all applicants complete a questionnaire that focuses on all the protected characteristics. Until then, we were not recording the full suite of equalities data for either internal or external applicant. Given that full equalities details were captured from May 2013, the data below is that from May – December 2013. During this period, a total of 24 posts were advertised for recruitment. Of these, one was filled by agency staff, and another was filled by a secondee, and another was not filled at all and deleted from the organisation's structure. There were internal applicants for thirteen posts – and nine of these posts were filled by internal applicants, 4 were not filled which together with 8 other posts were filled by external candidates. So, there were 23 appointments.

Internal Applicants

There were a total of 16 internal applicants of the 13 posts.

- a) 11 of these applicants were female, and 5 were male. No applicants identified as being Transgender, with one blank response.
- b) 5 applicants were in the 25 – 34 category; 8 were in the 35 – 44 category; 2 were in the 45 – 54 category and 1 was in the 55 – 64 age category.
- c) 15 applicants advised no disability and 1 advised a disability.
- d) 12 applicants were married; 3 were not married and 1 applicant's marital status was unknown.
- e) 2 applicant's religion or belief was Church of Scotland; 2 were Roman Catholic; 2 were other; 8 stated none and 2 were left blank.
- f) 15 applicants were Heterosexual; 1 was left blank.
- g) 11 applicants were White Scottish; 2 were White English; 1 was White Welsh, 1 was Other British and 1 chose not to disclose the information.

Internal Appointments

There were 9 posts which were filled by internal applicants.

- a) 7 of the appointed officers were female and 2 were male. 9 identified as not being transgender.
- b) 4 of the appointed were in the category 25 – 34; 4 were in the 35 – 44 category and 1 was in the age category 55 - 64.
- c) 1 of the appointed officers advised of a disability, 8 advised of no disability.
- d) 6 of the appointed officers were married, 3 were not married.
- e) 1 appointed officer's religion or belief was Church of Scotland; 1 was other Christian; 6 stated none and 1 was left blank.
- f) 9 appointed officers were Heterosexual.
- g) 7 appointed officers were White Scottish; 1 was White English; 1 was White Welsh.

External Recruitment

All external applicants complete a questionnaire that focuses on all the protected characteristics. The information held on external applicants for 2013 is as follows: Total number of applicants was 172, of which 80 were female and 92 were male.

Age breakdown

16 – 24	6
25 – 34	46
35 - 44	52
45 – 54	50
55 – 64	17
65 +	0
Blank	1

Transgender

Transgender – Yes	1
Transgender – No	155
Transgender – Blank	16

Disability

Yes	7
No	165

Marital status

Married	65
Not Married	86
Civil Partnership	3
Unknown	18

Religion/Belief

Blank	27
Buddhist	1
Church of Scotland	21
Hindu	2
Jewish	0
Muslim	0
None	84
Other	4
Other Christian	20
Roman Catholic	13
Sikh	0

Sexuality

Bisexual	0
Gay/Lesbian	3
Heterosexual	149
Other	0
Blank	20

Ethnicity (there were many categories against which to report, but detailed below are just those that were ticked)

White Scottish	90
White English	39
White Welsh	4
White N Irish	1
Other British	7
Irish	5
Other White	16
Mixed or multiple	1
Indian	2
Other	1
African	1
No disclosure	5

External Appointments

There were 14 posts (including the secondee, the agency staff) appointed by external candidates

- a) 6 of the appointed officers were female and 8 were male.
- b) 13 identified as not being transgender, with one blank response.
- c) 1 appointed officer was in the 16 – 24 age category; 2 of the appointed officers were in the category 25 – 34; 5 were in the 35 – 44 category, 4 were in the 45 -54 category, 1 was in the 55 – 64 category, and there was 1 blank response.
- d) None of the appointed officers advised of a disability.
- e) 7 of the appointed officers were married, 7 were not married.
- f) 1 appointed officer's religion or belief was Church of Scotland; 2 were other Christian; 7 stated none; 1 was Buddhist; 2 stated Other and there was 1 blank response.
- g) 13 appointed officers were Heterosexual; 1 was left blank.
- h) 7 appointed officers were White Scottish; 2 were White English; 4 were Other British, and 1 was no disclosure.

2014

In 2014, a total of twenty posts were recruited. Of these, two were filled by agency staff. There were internal applicants for twelve posts – and nine of these posts were filled by internal applicants, one of these posts was not filled and was removed from the structure, one was not filled and went to recruitment in 2015, one was not filled and together with 6 other posts was filled by external candidates.

Internal Applicants

There were a total of 17 internal applicants of the 12 posts.

- a) 12 of these applicants were female, and 5 were male. No applicants identified as being Transgender, with one blank response.
- b) 1 applicant was in the 16 – 24 age category; 5 were in the 25 – 34 category; 7 were in the 35 – 44 category; 3 were in the 45 – 54 category and 1 was in the 55 – 64 age category.
- c) No applicants advised of a disability.

- d) 4 applicants were married; 9 were not married and 4 applicants marital status was unknown.
- e) 2 applicant's religion or belief was Church of Scotland; 2 were Roman Catholic; 1 was other; 9 stated none and 3 were left blank.
- f) 13 applicants were Heterosexual; 4 were left blank.
- g) 10 applicants were White Scottish; 4 were White English; 1 was Other British and 2 chose not to disclose the information.

Internal Appointments

There were 9 posts which were filled by internal applicants, with 1 post being a job share between two people (so in total there were 10 staff appointments).

- a) 6 of the appointed officers were female and 4 were male. 9 identified as not being transgender, with 1 blank response.
- b) 1 of the appointed officers was in age category 16 – 24; 2 were in the category 25 – 34; 6 were in the 35 – 44 category and 1 was in the age category 45 – 54.
- c) None of the appointed officers advised of a disability.
- d) 2 of the appointed officers were married, 6 were not married and the marital status of 2 was unknown.
- e) 2 appointed officer's religion or belief was Church of Scotland; 1 was Roman Catholic; 1 was other Christian; 4 stated none and 2 were left blank.
- f) 6 appointed officers were Heterosexual; 4 were left blank.
- g) 6 appointed officers were White Scottish; 2 were White English; 1 was Other British and 1 chose not to disclose the information.

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 2014 is as follows: Total number of applicants was 69, of which 41 were female and 28 were male.

Age Breakdown

16 – 24	4
25 – 34	29
35 - 44	23
45 – 54	8
55 – 64	4
65 +	0
Blank	1

Transgender

No applicants identified as being Transgender, with three blank responses.

Disability

Yes	2
No	67

Marital Status

Married	25
Not Married	39
Civil Partnership	0
Unknown	5

Religion/Belief

Blank	7
Buddhist	0
Church of Scotland	8
Hindu	1
Jewish	0
Muslim	0
None	42
Other	2
Other Christian	2
Roman Catholic	7
Sikh	0

Sexuality

Bisexual	1
Gay/Lesbian	0
Heterosexual	60
Other	0
Blank	8

Ethnicity (*there were many categories against which to report, but detailed below are just those that were ticked*)

White Scottish	36
White English	20
White Welsh	3
Irish	2
Polish	1
Other White	3
Indian	1
No Disclosure	3

External Appointments

There were 7 posts which were filled by external candidates:

- a) 4 of the appointed officers were female and 3 were male. None identified as being transgender.
- b) 4 of the appointed officers were in the category 25 – 34; 3 were in the 35 – 44 category.
- c) None of the appointed officers advised of a disability.
- d) 4 of the appointed officers were married, 3 were not married.
- e) 1 appointed officer's religion or belief was Church of Scotland; 1 was Roman Catholic; 1 was other Christian; 4 stated none.
- f) 5 appointed officers were Heterosexual; 2 were left blank.

- g) 2 appointed officers were White Scottish; 4 were White English; 1 was White Welsh.

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 2013

The data we already hold on staff training in 2013 can be reported as follows: 33 women and 24 men went on at least one training course in 2013. This represents 83.82% of the total headcount.

The age breakdown of staff who went on training was:

16 – 24	1
25 – 34	9
35 – 44	18
45 – 54	21
55 – 64	7
65+	1

The grade breakdown of training undertaken by staff in 2014 was as follows (with band A being the lowest grade/salary):

Band A	1 staff (50% of staff in grade)
Band B	6 staff (100% of staff in grade)
Band C	6 staff (75% of staff in grade)
Band D	21 staff (84% staff in grade)
Band E	13 staff (100% of staff in grade)
band F	9 staff (100% of staff in grade)
Band G	1 staff (33% of staff in grade)

The training was split over the Directorates as follows:

Corporate Services	19
Planning and Rural Development	17
Communications and Engagement	6
Conservation and Visitor Experience	15

Staff Development 2014

The data we already hold on staff training in 2014 can be reported as follows: 40 women and 29 men went on at least one training course in 2014. This represents 97.18% of the total headcount.

The age breakdown of staff who went on training was:

16 – 24	2
25 – 34	10
35 – 44	24
45 – 54	23
55 – 64	7
65+	3

The grade breakdown of training undertaken by staff in 2014 was as follows (with band A being the lowest grade/salary):

Band A	1 staff (50% of staff in grade)
Band B	4 staff (100% of staff in grade)
Band C	14 staff (93% of staff in grade)
Band D	27 staff (100% staff in grade)
Band E	11 staff (100% of staff in grade)
Band F	7 staff (100% of staff in grade)
Band G	4 staff (100% of staff in grade)
CEO	1

The training was split over the Directorates as follows:

Corporate Services	22
Planning and Rural Development	20
Communications and Engagement	7
Conservation and Visitor Experience	20