

Cairngorms National Park Authority

Public Sector Equality Duty Report 2021 (Update 2022)



Image Credits

Top right, front cover © Jakub Iwanicki, VisitScotland

Top left, front cover © NatureScot

Outdoor Festival for All © Backbone

Pedestrian gates at Seafield Estate, landowner: Reidhaven Estate

Gynack Gardens, Kingussie © KCDC

'Wee Walk Route Cards', chapter 3 © NatureScot

Index

Chapter 1: Introduction	1
Convener and Chief Executive Officer Foreword	1
Facal-toisich an Neach-ghairm agus a' Cheannaird.....	3
Context of the Report	5
Legal Context	5
Update to the Report	6
How to Use This Report	8
Looking Back	10
Moving Forward	14
Staff and Leadership	14
Visitors and Community.....	15
Consultation and Partnerships	15
Chapter 2: About the Cairngorms National Park Authority (CNPA)	16
Introduction	16
Our Purpose.....	16
CNPA Vision, Values and Mission	16
National Park Partnership Plan (NPPP) (2017 – 2022).....	17
Corporate Plan (2018 – 2022).....	18
CNPA Board	19
Board Recruitment.....	20
Chapter 3: Mainstreaming the Public Sector Equality Duty	23
Introduction	23
Section 1: Engagement and Participation	23
Equality Advisory Panel.....	23
Schools and Young People	27
Outdoor Learning Travel Grants	27
Women in Wellies	27
Youth Employment Strategy	28
EUOPARC Conference 2018.....	31
Outdoor Learning Project.....	33

Cairngorms Nature Competitions.....	33
Junior Ranger Project	33
John Muir Award	34
Community Leadership Project (Backbone)	35
Community Engagement.....	36
Cairngorms Capercaillie Project	37
Local Development Plan (LDP) 2020	37
Volunteer Rangers	38
Staff Engagement.....	39
Staff Consultative Forum	39
Staff Appraisals.....	39
Annual Equality Monitoring Survey	40
Best Companies Staff Engagement Survey	40
During the COVID-19 Pandemic	41
Menopause Support Group.....	43
Domestic Abuse Policy	44
Top Employers for Working Families Awards	45
Top 10 Flexible Organisations in Scotland (Flexibility Works Awards).....	45
Non-Departmental Public Body (NDPB) Equality Forum	45
First Minister’s Advisory Council on Women and Girls.....	45
Highlands and Islands Equality and Diversity Partnership	46
Section 2: Corporate Functions and Processes	46
Equality Impact Assessments.....	46
Project Planning and Development	46
Grant Funding	47
Corporate Communications.....	50
Procurement.....	51
Section 3: Service Provision	51
Planning Service.....	51
Recreation and Outdoor Access.....	53
Key Outdoor Access Initiatives	53

Transport Scotland.....	55
Heritage Horizons – Cairngorms 2030.....	55
Sustrans Active Travel.....	56
Community Path Leaflets.....	57
Wee Walks Route Cards.....	57
Active Health Walks.....	58
Gathering Evidence.....	59
Leadership and Staff Awareness.....	59
Conclusion.....	60
Chapter 4: Staff and Leadership.....	62
Introduction.....	62
Section 1: Progress Review of Outcome 1 (2017 – 2020).....	62
Setting Outcome 1 (2017 – 2020).....	62
Progress Summary: Actions of Outcome 1 (2017 – 2020).....	63
Highlights.....	64
Targets and Women in Senior Positions.....	64
Flexible Working.....	65
Job Shares.....	66
Flexible Working Requests.....	67
Shadows Areas.....	67
Action 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.’.....	67
Action 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’.....	68
Section 2: Our Staff.....	68
Employee data.....	69
By Age.....	70
By Disability.....	71
By Gender Reassignment.....	71

By Marriage/Civil Partnership	71
By Pregnancy/Maternity	72
By Race (Ethnicity and Nationality).....	73
By Religion/Belief.....	74
By Sex	75
By Sexual Orientation	75
Recruitment	76
Recruitment Data	77
Internal Applicant and Appointment Data.....	78
External Applicant Data	78
Staff Development and Training	83
By Age	84
By Sex	84
By Job Grade	85
By Directorate	85
In Conclusion	85
Gender Pay Gap.....	86
What Are We Doing About the Pay Gap?	88
Occupational Segregation	89
By Disability	89
By Race	90
By Sex	90
Section 3: Our Board.....	91
Board Data	91
By Age	92
By Disability	92
By Gender Reassignment.....	92
By Marriage/Civil Partnership	93
By Race (Ethnicity and Nationality).....	93
By Religion/Belief.....	94
By Sex	95

By Sexual Orientation	95
Diversity and Succession Planning.....	95
Highlights 2020	95
Activities.....	96
Section 4: Equality Outcome 1 (2021 – 2024).....	97
Setting the Outcome.....	97
Action Plan	97
Chapter 5: Visitors and Community	102
Introduction	102
Section 1: Progress Review of Outcome 2 (2017 – 2020)	102
Setting Outcome 2 (2017 – 2020)	102
Progress Summary: Actions of Outcome 2 (2017 – 2020)	103
Highlights.....	104
Targets and Our Visitor Survey.....	104
Visitor information	108
‘Make it Yours’ Campaign	109
Shadow Areas	109
Travel Restrictions Due to COVID-19 Lockdowns	109
Communication and Information	110
Partnerships.....	111
Section 2: Equality Outcomes 2 and 3 (2021 – 2024).....	112
Setting the Outcomes	112
Equality Outcome 2 (2021 – 2024).....	113
Action Plan.....	113
Equality Outcome 3 (2021 – 2024).....	115
Action Plan.....	115
Chapter 6: Consultation and Partnerships	119
Introduction	119
Section 1: Progress Review of Outcome 3 (2017 – 2020)	119
Setting Outcome 3 (2017 – 2020)	119
Progress Summary: Actions of Outcome 3 (2017 – 2020)	120

Highlights.....	121
Gathering Equality Data.....	121
New Engagement Mechanisms	122
Reporting Equality Data	123
Shadow Areas	123
Action 5: ‘Formalise inclusion of people with disabilities in the stakeholder training we provide by: Making it explicit in advertising emails and on the website that we will endeavour to make and pay for special arrangements for people with disabilities to attend training courses.’	123
Targets and Baseline Data	124
Section 2: Equality Outcome 4 (2021 – 2024).....	125
Setting the Outcome.....	125
Action Plan	125
Appendices	129
Appendix 1: Staff and Board Equalities Monitoring Survey 2021	129
Appendix 2: Staff Equalities Monitoring Data (2017 – 2021).....	135
Appendix 3: Recruitment Data – External Applicant Data (2019 and 2020).....	147
Appendix 4: Board Equalities Monitoring Data (2017 – 2021).....	150
Appendix 5: Volunteer Ranger Equality Monitoring Data 2020	159
Appendix 6: Equal Pay Policy Statement	161
Appendix 7: Equal Pay Audit.....	163
Appendix 8: Progress Report of Equality Outcomes and Action Plan (2017 – 2020).....	173
Outcome 1: Ensure a gender balance in senior management positions.....	173
Outcome 2: More equality groups will visit and experience the National Park... ..	178
Outcome 3: More equality groups will participate in CNPA led consultation and engagement	185
Appendix 9: Equality Outcomes and Actions (2021 – 2024)	190

Chapter 1: Introduction

Convener and Chief Executive Officer Foreword

The Cairngorms National Park (CNP) is an iconic landscape, home to 18,000 people and visited by around two million people every year. It is the duty of the Cairngorms National Park Authority (CNPA) to look after and enhance this special place for the people of Scotland, both for now and future generations. Achieving powerful diversity and equality outcomes are essential if we are to meet this duty effectively.

We have achieved most of our equality targets set through the Equalities Outcomes 2017 – 2020, but not all, and we recognise that continued focus on equalities is imperative, particularly at the current time, following a worldwide pandemic that has created huge inequities in society. So, whilst we have had a busy time working towards the delivery of the actions set out in the 2017 – 2020 Equality Outcomes, some were delayed as a result of the pandemic, and some still require continued work.

We also recognised in the last few years the need to engage more proactively with external equalities experts, and to this end we have renewed our Equalities Advisory Panel, with the first meeting of the newly constituted panel held in October 2020. This is a vibrant grouping of equalities experts and enthusiasts from across the public, private and third sector, who are tasked with providing evidence-based feedback, guidance and advice to support CNPA to not only meet its equality duties, but also to embed equality and inclusion in the policies and plans of the CNPA. We want these issues to be at the centre of our decision-making and to make sure we have robust procedures and practices based on the best evidence and expertise.

As an employer we aim to continue to provide high quality jobs for our staff, and a working environment where staff feel involved and valued and which provides equal opportunities for everyone. We aim to do more and to see where we can make continual improvements with our staff group and with the CNPA Board.

As a service provider, we are engaging directly with different communities in order to better understand their concerns, priorities and perspectives. We are seeking to promote

good practice in equality to our partners, as well as demonstrating it within the Authority and 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 2021 – 2024. 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. This is important for all of us.



A handwritten signature in black ink that reads "Xander McDade".

Xander McDade
Convener



A handwritten signature in black ink that reads "Grant Moir".

Grant Moir
Chief Executive Office

Facal-toisich an Neach-ghairm agus a' Cheannaird

Tha Pàirc Nàiseanta a' Mhonaidh Ruaidh na chruth-tìre sònraichte a tha na dhachaigh do 18,000 neach agus air am bidh timcheall ri dà mhillean neach a' tadhal gach bliadhna. Tha e mar dhleastanas air Ùghdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh coimhead às dèidh agus leasachadh an àite sònraichte seo do mhuinntir na h-Alba, an-dràsta agus airson na ginealaichean ri teachd. Tha e deatamach gun coilean sinn toraidhean iomadachd is co-ionannachd ma tha sinn gu bhith a' coileanadh an dleastanais seo gu h-èifeachdach.

Tha sinn air a' mhòr-chuid de na targaidean co-ionannachd againn a choileanadh tro na Toraidhean Co-ionannachd 2017 – 2020, ach tha obair ri dhèanamh fhathast. Tha sinn ag aithneachadh gu bheil fòcas leantainneach air co-ionannachd cudromach, gu h-àraid aig an àm seo às deidh galar mhòr-sgaoilte a chruthaich neo-ionannachd air feadh an t-saoghail. Mar sin, ged a bha sinn trang ag obair a dh' ionnsaigh na gnìomhan a chaidh a mhìneachadh ann an Toraidhean Co-ionannachd 2017 – 2020, chaidh dàil a chuir air cuid mar thoradh air a' ghalair mhòr-sgaoilte, agus tha cuid fhathast feumach air tuilleadh obrach.

Dh' aithnich sinn cuideachd anns na beagan bhliadhnaichean a dh' fhalbh gum feumar conaltradh nas for-ghnìomhach le eòlaichean co-ionannachd taobh a-muigh, agus chun na h-ìre seo, tha sinn air ar Pannal Comhairleachaidh Co-ionannachd ùrachadh. Chaidh a' chiad choinneamh den phanal ùr stèidhte a chumail san Dàmhair 2020. Is e buidheann eadar-mheasgte de eòlaichean co-ionannachd agus dealasaichean a tha seo bho air feadh na roinne poblach, priobhaideach agus an treas roinn. Tha a' bhuidheann seo ag amas air stiùireadh agus comhairle stèidhichte air fianais a thoirt air ar dhleastanasan co-ionannachd, ach cuideachd, gus co-ionannachd agus in-ghabhail a riochdachadh ann am poileasaidhean agus planaichean aig Ùghdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh.

Tha sinn airson gum bi na cùisean seo aig cridhe ar co-dhùnaidhean agus gus dèanamh cinnteach gu bheil na modhan agus cleachdaidhean againn stèidhichte air an fhianais agus eòlas as fheàrr. Mar fhastaiche, tha sinn ag amas air cumail a' toirt seachad obraichean àrd-chàileachd far a bheil luchd-obrach a' faireachdainn gu bheil luach orra agus a tha a' toirt co-ionannachd chothroman don h-uile duine.

Mar sholaraiiche seirbheis, tha sinn a' conaltradh le diofar choimhearsnachdan gus tuigse nas fheàrr fhaighinn air na draghan, prìomhachasan agus beachdan aca. Tha sinn a' feuchainn ri deagh-chleachdadh ann an co-ionannachd adhartachadh do ar com-pàirtichean, a bharrachd air a bhith ga thaisbeanadh taobh a-staigh an Ùghdarrais fhèin anns na poileasaidhean agus dòighean-obrach againn.

Tha an aithisg seo a' coimhead air mar a tha sinn air co-ionannachd a thoirt a-steach do gach taobh den obair againn. Bidh e cuideachd a' coimhead air adhart ris na Toraidhean Co-ionannachd a tha sinn ag amas air ann an 2021 – 2024. Tha sinn ag aithneachadh gu bheil obair ri dhèanamh fhathast, ach tha sinn an dòchas gum bi an aithisg seo brosnachail dhut agus gun seall e ar dealas leantainneach ri iomadachd agus inghabhaltas. Tha seo cudromach dhuinn uile.



A handwritten signature in cursive script, appearing to read 'Xander McDade'.

Xander McDade
An Neach-ghairm



A handwritten signature in cursive script, appearing to read 'Grant Moir'.

Grant Moir
A' Cheannaird

Context of the Report

Legal Context

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. 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.

3. 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.
4. 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.

Update to the Report

5. This Public Sector Equality Duty (PSED) report update 2022 is a reissue of the report published in April 2021. This report does not serve to update on progress made on Equality outcomes and actions (2021 – 2024). A separate report detailing our progress for the reporting period 2021 to 2024 will be issued in April 2023.
6. **Purpose:** The report published in April 2021 met compliance of the PSED outlined in the 'Legal context' section above. We have largely updated narrative on work undertaken and provided additional evidence to underline our Mainstreaming activities, demonstrate our progress on Equality Outcomes (2017 – 2020) and provide a better rationale for setting new Equality Outcomes (2021 – 2024). The purpose of updating our report is to ensure that we are going beyond compliance; we want to present content in a consistent, engaging and accessible manner.
7. **Aim:** Our aim is for the update to increase engagement with equality and inclusion initiatives across our staff, visitors, residents and partners. We also want to provide an example of accessible publication and to produce a document that will effectively help guide our work through the next reporting period; towards achieving our newly set Equality Outcomes and action plan (2021 – 2024).

8. **Changes:** One of the major changes to this report is a complete restructure of the content. We have determined three outcome areas which reflect the last three chapters of the report: Staff and Leadership; Visitors and Community; and Consultation and Partnerships. This structure better aligns our equality work and Equality Outcomes with our organisational structure and remit. Another major change is the addition of images, case studies, testimonials, infographics and hyperlinks to partner reports and initiatives. We hope these additions highlight what we achieved over the reporting period and will inspire our community to follow our lead in mainstreaming the Equality Duty. Finally, we have given great focus to enhancing the accessibility of the report, going beyond screen reader compliance to improving navigability and readability through formatting and content consistency. Some examples of this include colour coded chapters, ensuring PDF accessibility, using standardised table formats and visual aids (such as infographics) to present information clearly, providing a 'How to use this Report' section, using hierarchical numbering systems for easy referencing and headings/subheadings to break up content.
9. **Outdoor Festival for All and Heritage Horizons:** We also felt that it would be valuable to capture some of the activities that were being prepared at the time of publishing the report (April 2021) and were due to be completed as we emerged from lockdown in the latter half of 2021. This includes the CNPA co-funded inclusion event run by Backbone, the 'Outdoor Festival for All', which took place in October 2021. This also includes our successful 'National Lottery Heritage Fund' awarding £3.8m to the 'Heritage Horizons' Cairngorms 2030' programme in July 2021, which will shape our work as an organisation over the next four years.
10. **Equality Advisory Panel (EAP) Consultation:** In November 2019, we asked our Equality Advisory Panel to provide consultation on our draft Equality Outcomes and Equalities Mainstreaming report. In accordance with their feedback, we updated the accessibility of the report, reshaped our Equality data monitoring categories for our staff and Board survey, and added evidence to support our Equality Outcomes (2021 – 2024). [View meeting notes from EAP consultation.](#)

11. **Inclusion Scotland Internship:** From May 2021, we developed a role for an administration assistant through Inclusion Scotland’s ‘We Can Work’ internship programme. The programme is funded by the Scottish Government and seeks to “increase skills, opportunities and professional networks” for disabled people and to provide a process which allows “host organisations (to) learn about supporting disabled people as employees and colleagues, increasing the diversity and experiences of people organisations that provide services to the public.” [Visit the Inclusion Scotland website for more information.](#) We were able to recruit the Administration Assistant Intern in July 2021. Their role involved providing administrative support, feedback on HR processes and training based on knowledge of barriers to protected groups and lived experience, sourcing unconscious bias and autism training, and providing recommendations on digital accessibility research. After several options for project work were explored with the intern, we decided to focus the internship on updating the Public Sector Equality Duty report. The current update is a result of the hard work of the intern; sourcing countless contributions, updates and engaging content, suggestions on accessible formatting and their professional skills, Equalities knowledge and lived experience.

How to Use This Report

12. **Chapters:** The report is divided into six chapters –
 1. Introduction
 2. About the Cairngorms National Park Authority (CNPA)
 3. Mainstreaming the Equality Duty
 4. Staff and Leadership
 5. Visitors and Community
 6. Consultation and Partnerships
13. The chapters four to six represent the three outcome areas that reflect our organisational structure and remit. Through this framework we hope to deliver our additional duties under the Equality Act in Scotland. Each of these chapters include a progress review of the Equality Outcomes and action plans of 2017 – 2020, Equality data on staff, visitors and volunteer rangers; and our new Equality Outcomes and action plans for 2021 – 2024.

14. **Navigation:** Chapters have different colours and include chapter titles in the page header (top right) for easy navigability. To jump to a specific section of the report please use the index and/or bookmarks in PDF.
15. **Referencing:** Paragraphs are numbered for easy referencing. For example, to reference the 'How to Use This Report' section you could note this as 'chapter 1, para. 11-15', or 'pg. 8; para. 11-15'.
16. **Links:** Internal links are hyperlinked to headings within the document. Referencing is noted using the chapter and section headings as in the following example: ([view chapter 1, 'How to use this report'](#)) or [view Appendix 3](#).
 - a. External hyperlinks are noted in-text as '[view CNPA website](#)' and in a separate textbox like the example below:

[Read article on Kickstarting a Ranger career!](#)

Looking Back

17. The Cairngorms National Park Authority (CNPA) is proud of its work to embed the Public Sector Equality Duty over the period of this report.
18. Our equalities aims and ambitions are strategically led from the top of the CNPA, by the Board and Senior Management Team, with Equalities ambitions established in our:
 - a. **Values:** as an open, inclusive, innovative and professional organisation that behaves with integrity; and our
 - b. **Vision:** as an outstanding National Park, enjoyed and valued by everyone, where nature and people thrive together.
19. **Our Board:** The strategic leadership group, has achieved the '50:50 by 2020' gender equality target. The CNPA Board comprises of 19 members. The current gender breakdown is 10 female members and nine male members. The full Board has a male Convener, in the 25 – 30 age group, and a female Vice-Convener. Three of the five standing Committees established by the Board have a female Chair ([view chapter 2, 'CNPA Board'](#)).
20. **Equality Advisory Panel:** We have refreshed and reinvigorated our approach to seeking expert advice on our work embedding equalities. The first meeting of the new Equality Advisory Panel (EAP) took place in October 2020 and continue to meet on the last Tuesday of every month ([view chapter 3, 'Equality Advisory Panel'](#)).
21. **Equality Diversity and Inclusion (EDI) Advocacy Group:** In November 2021 we formed an internal EDI advocacy group, as outlined in action 3 of Outcome 1 (2021 – 2024). The group will help drive our Equality work over the next reporting period and will champion the integration of EDI principles into daily working life at an organisational level. We hope the group will give staff from minority groups a suitable environment to share their lived experience at the CNPA and inform any changes in culture or policy to facilitate improved diversity and integration.

22. **Youth Employment Strategy:** CNPA is committed to supporting young people into employment, and to this end formally adopted a Youth Employment Strategy in October 2017, which we continue to successfully deliver. We have employed several graduate, apprentices and interns through public sector youth and disability employment schemes over the reporting period ([view chapter 3, 'Youth Employment Strategy'](#)).
23. **Young Person's Guarantee:** In January 2022, CNPA signed up to the Young Person's Guarantee, as outlined in action 1 of Outcome 1 (2021 – 2024). We have committed to creating and supporting a variety of opportunities for young people who are trying to establish their careers. Over the next reporting period, we hope to support at least two paid internships annually and work with Inclusion Scotland and the BAME community to recruit an intern from within these communities. ([view Young Person's Guarantee website](#)).
24. **EUROPARC Youth Manifesto:** This was launched at the EUROPARC 2018 Conference in Aviemore where some 600 internal delegates heard a call to action for young people in and around protected areas. The EUROPARC Youth Manifesto Project has been very successful in engaging young people and inspiring the interest of protected area managers. In the follow up to this initiative, the Cairngorms Youth Action Team (CYAT) was launched in October 2019 by Mairi Gougeon MSP and Minister for Rural Affairs and the Natural Environment, and continues to be supported by CNPA to encourage youth engagement with the work and delivery of the organisation ([view chapter 3, 'EUROPARC Conference 2018'](#)).
25. **Capercaillie Project:** Engagement priorities have had a focus on volunteering, with people aged 16 to 60+. Collectively they have donated over 3,300 hours of unskilled, skilled and professional time to the Cairngorms Capercaillie Project, including through the Project Scotland scheme which aims to help young people between 16 to 30 to get on in life through volunteering ([view chapter 3, 'Cairngorms Capercaillie Project'](#)).

26. **Outdoor Festival for All:** We have supported several 'Outdoor Festivals for All' organised by Backbone; due to the pandemic these activities had to be postponed until further Government guidance was issued. We were able to host and co-fund another 'Outdoor Festival for All' in October 2021. 95 members of the refugee and asylum seeker communities from Alness, Dingwall, Inverness and Aberdeen attended. Our staff led conservation-based and physical activities with small groups, and ran an information tent to promote visitor information ([view chapter 3, 'Community Leadership Project'](#)).
27. **Local Development Plan:** One of our aims with engagement was to develop a much wider and more diverse audience in our key strategic policy development. To this end, we launched a proactive social media campaign around development of our 2020 Local Development Plan. We posted 30 different and interactive videos during this time, as well as 3D maps and infographics. We are aware that the videos were viewed over 30,000 times, and our initial assessment is that the campaign made thousands more people aware of the LDP, and attracted awareness from a completely different demographic of people than previously ([view chapter 3, 'Local Development Plan 2020'](#)).
28. **Policies:** We continue to proactively address organisational and HR policy to provide the environment most conducive to a workplace for all. CNPA was identified as one of 'Scotland's Top 10 Flexible Employers' at the Flexibility Works Employer Awards. As a specific example of targeted policy, the Authority has developed a Menopause Support Group, recognising that a significant number of the workforce are women in the 45+ age group ([view chapter 3, 'Top 10 Flexible Organisations in Scotland'](#)).
29. **Disability Confident:** CNPA subscribes to the 'Disability Confident' scheme. Job applications from any candidate who indicates that they have a disability will be automatically shortlisted if they demonstrate that they meet all the essential short-listing criteria, even if they don't strongly meet these criteria.
30. **Equal Pay Audit:** Our gender pay gap continues to decline for the fifth year in a row evidencing the positive work in this area: in February 2021 it was 17.44% compared

with 21.47% in 2017. The gender pay gap for part-time staff is -5.62%, which is a significant improvement on the 2020 figure of 20.23%. The female average salary is higher than the male in most grades (Band C, D & F); and only lower than the male average in one grade (Band E). Band D, the largest band, with 31 staff, comprising 22 female staff and nine male staff has a gender pay gap of -2.5%. The middle management Band E has a gender pay gap of 4.65%, with six female staff and five male staff ([view Appendix 7 for full audit](#)).

Moving Forward

31. CNPA recognises the extensive work remaining to be undertaken, as we seek to further embed equalities as an integral characteristic of the organisation.
32. **Board:** The CNPA Board could be more diverse, representing a broader range of protected characteristics and we have established a set of actions to help achieve this, and to support those we are dependent on in nominating and appointing our Board members.
33. **Progress:** By reviewing our progress against the Equality Outcomes 2017 – 2020, as well as examining supporting internal and external data, we have been able to recognise areas we have excelled at (highlights), and areas that need further focus (shadows). This reporting process has helped us better understand reasons for limited progress in some areas and excelling in others, how to address shadow areas going forward and identifying areas on which to put renewed focus for our Equality Outcomes and actions 2021 – 2024.

Staff and Leadership

34. Analysis of the past year's data from our annual staff Equality monitoring survey have highlighted that our workforce is not diverse. While there is positive evidence of good male/female gender balance in recruitment selection and applicants for interview and appointment, there is work to be done to attract more applicants from the minority ethnic (BME) and LGBTQ+ communities, as well as those with a disability. We will review our recruitment approaches and work with the Equality Advisory Panel to seek new ways of attracting job applicants from a wider range of underrepresented groups.
35. Despite the many positive outcomes of our work in addressing the gender pay gap within CNPA, we note the remaining differential which is driven now primarily by the gap in numbers of male and female staff in our top two management tiers. Opportunities to address this has been severely restricted by very few recruitment opportunities arising at these organisational levels. CNPA will continue to implement succession planning to support all staff toward internal promotion to higher tiers and put in place actions specifically supporting our female staff in their promotion

aspirations, within an ongoing objective of addressing gender pay gaps throughout all levels of the organisation.

36. **Outcome 1 (2021 – 2024):** Reviewing our data and progress against previous equality outcomes has informed setting Outcome 1: ‘Our workforce will become more diverse. We will have more women in senior positions in the organisation, and will have an increased number of minority staff working for us (specifically with relation to sexual orientation, disability and ethnicity)’.

Visitors and Community

37. The pandemic created unique challenges in working to attract underrepresented groups to the park. We adapted to the current climate as best we could, transferring some events to a virtual setting and promoting safe access the park in accordance with government guidance.
38. In order to better meet the PSED we have identified outcome areas that will help drive our outcomes according to organisational functions. Actions to improve inclusive communications and accessibility of information will now have focused actions under Outcome 4, led by our Head of Communications.
39. **Outcome 2 & 3 (2021 – 2024):** Thusly, in order to best serve visitors to the park and our residents and community, we have set two new outcomes for 2021 – 2024; Outcome 2: ‘Promoting and celebrating a National Park for All Visitors’ under the leadership of Visitor Services and Outcome 3: ‘Ensuring and enhancing more inclusive access to nature’ led by the Conservation team.

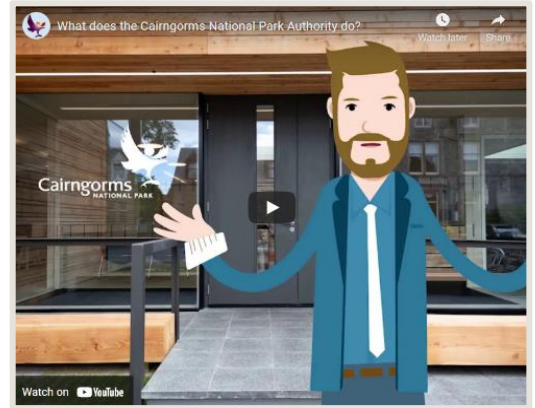
Consultation and Partnerships

40. We have made some great strides in creating a baseline of consultation and data gathering mechanisms that will help us to monitor our progress going forward. We have considered feedback from our stakeholders and partners and have decided to focus on improving our communications and digital accessibility with a programme of user testing and website audit, which has been commissioned in October 2021.
41. **Outcome 4 (2021 – 2024):** Our final Equality outcome will aim to have ‘More equality groups participate in CNPA led consultations and stakeholder forums/groups to influence decisions made in relation to the management of the Cairngorms National Park’.

Chapter 2: About the Cairngorms National Park Authority (CNPA)

Introduction

1. This chapter serves to introduce the Cairngorms National Park Authority (CNPA) through its purpose, vision, values and mission. The Corporate Plan and the National Park Partnership Plan drive our work, our core aims and priorities. Finally, we present our Board members, who are integral to our decision-making processes and explore the complexities of Board recruitment.



[Watch the video 'What does the CNPA do?'](#)

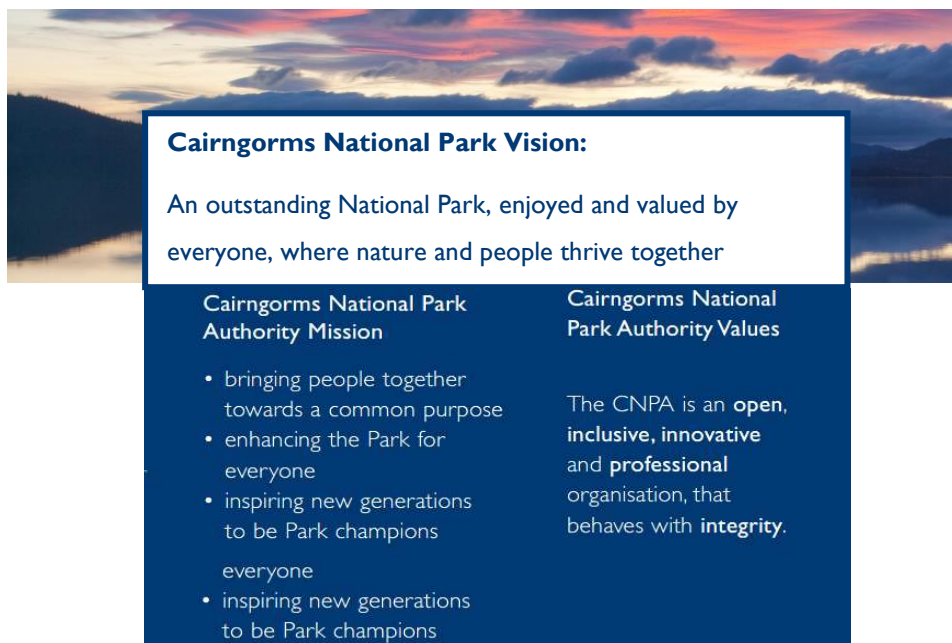
Our Purpose

2. The purpose of the CNPA 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 coordinating development and collective agreement of the Cairngorms National Park Partnership Plan (NPPP), the CNPA aims to ensure the 'collective and co-ordinated delivery' of the **four aims of the National Park**, which are:

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

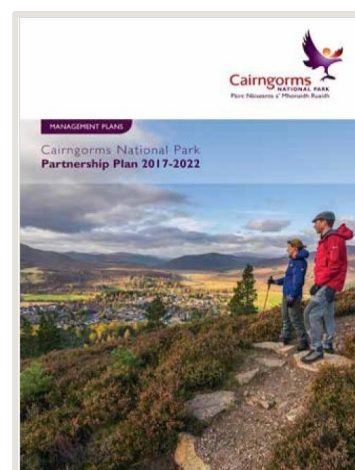
CNPA Vision, Values and Mission

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



National Park Partnership Plan (NPPP) (2017 – 2022)

4. The NPPP outlines a positive agenda for conservation, visitor experience and rural development over five years of the Plan. It focuses on a range of proposals including:
- Targets to increase woodland expansion and the restoration of peatland by 2022;
 - Investment in key visitor infrastructure such as the Deeside and Speyside Way extensions (POINT 70) and the Snow Roads scenic route;
 - The development of ‘visitor giving’ opportunities to help maintain the park’s extensive visitor infrastructure and outstanding natural heritage;
 - Increasing volunteering, inspiring diverse groups of people to engage with the park and creating a ‘Park for All’;
 - A target to deliver new affordable houses by 2022;
 - Supporting Cairngorms Community Broadband to deliver superfast broadband in the hardest to reach parts of the park.
5. We are currently in the consultation stage of the next Plan (2022 – 2027). Details about the plan and the consultation process will be included in the 2023 report update ([view action 1, Outcome 4 2021 – 2024](#)).



[View the Partnership Plan 2017 – 2022](#)

Corporate Plan (2018 – 2022)

6. The CNPA Corporate Plan sets out how the Authority seeks to be ‘the best small public sector body in Scotland’, and how we will support the 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. It sets out the Authority’s contribution to delivering the plan outcomes, through three themes – Conservation, Visitor Experience and Rural Development. These are supplemented by two other themes – Corporate Services and Communications. Each of the themes has a number of priorities for delivery to 2022, as below:



[View the Corporate Plan 2018 – 2022](#)

Conservation	Priority 1	Support landscape-scale conservation, specifically the expansion of native and montane woodland, peatland restoration, natural flood management and Capercaillie management.
	Priority 2	Support landscape-scale conservation, specifically the expansion of native and montane woodland, peatland restoration, natural flood management and Capercaillie management.
	Priority 3	Support sustainable moorland management to deliver greater habitat diversity and good management practice.
Visitor Experience	Priority 1	Continue to ensure visitor infrastructure meets the expectations of visitors to the National Park and help deliver a sustainable tourism economy.
	Priority 2	Increase physical activity in both residents and visitors and support delivery of Scotland’s Natural Health Service
	Priority 3	Create a ‘Park for All’ by encouraging people from all backgrounds to come and recreate, learn in or visit the National Park.
Rural Development	Priority 1	Support delivery of housing for local needs through an efficient and effective planning service.
	Priority 2	Support communities, specifically focussing on the most fragile, to deliver their agendas for change.
	Priority 3	Work closely with the business community and partners to support a sustainable Park economy.

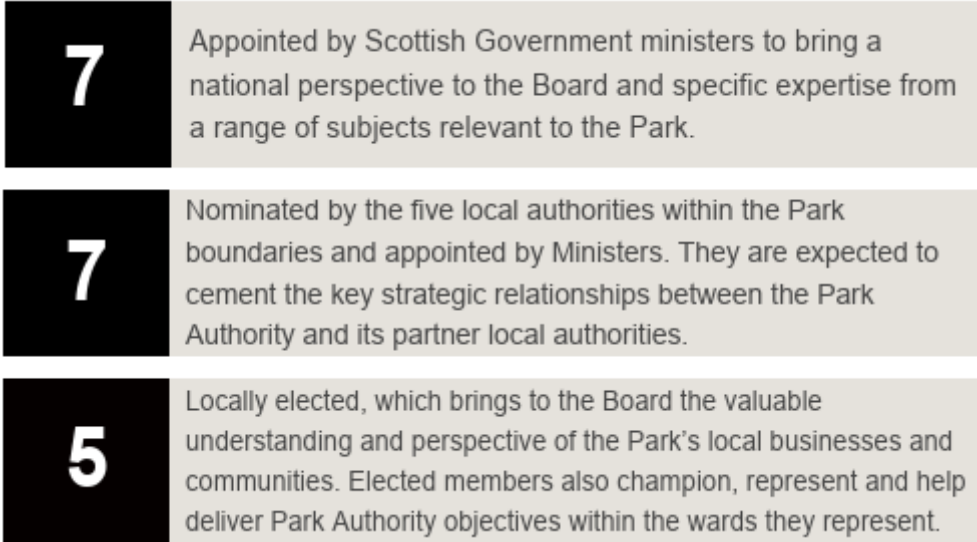
CNPA Board

7. 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. [View information about each Board member](#)



Board Recruitment

8. Our Board members come from three different sources and bring unique skills. Of the 19 members:



9. In the last five years, there have been three rounds of Board appointments:



10. Although the CNPA is not responsible for appointing its Board members, and therefore has limited influence over recruitment decisions, we have a role in identifying skills required by Board members. We also engage with the public to increase awareness of the role of the Board and their members, and encourage interest in the roles from a more diverse audience.

11. **Skills Matrix:** The CNPA has developed a skills matrix, which identified key skills strengths of the existing Board members, and thereby identified skills that were underrepresented. The skills matrix was shared with the Scottish Government Appointments Committee, responsible for recruiting and appointing the ministerial appointments. In addition, we developed a video in which several members, across a diversity of equalities characteristics presented their experience of being a Board

Member. This was a new engagement initiative, and the result was a marked increase in the number of applicants.

- 12. The skills matrix was also shared with the local authorities to help inform their decisions around appointment of Councillors to the Board.

Skills, Knowledge, Understanding	Score 1 - 5	Comments on particular strengths and impact or on development requirements (If you identify an area as a strength (scoring 4 (strong) or 5 (expert) you should provide examples of work you have done/achievements/qualifications in that area). (If your score is 1 – 3, please indicate if you would like further opportunities to develop your knowledge in this area)
20. People management		
21. Financial management		
22. Working with Young People (16 – 30)		
23. Equalities and Inclusion		

- 13. **2019 Local Elections:** For the local elections, CNPA arranged a number of public meetings in settlements across the park. These were drop-in sessions, where members of the public could meet staff, and ask questions and find out more about the Authority and the role of the Board.

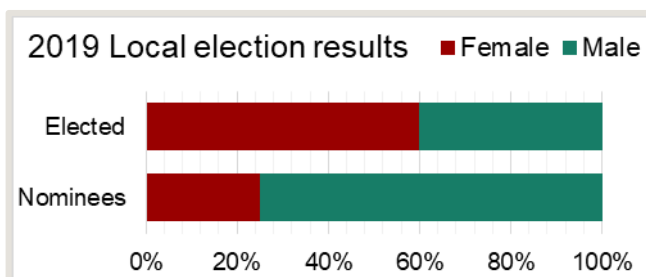


[Watch a video from the Convener](#)

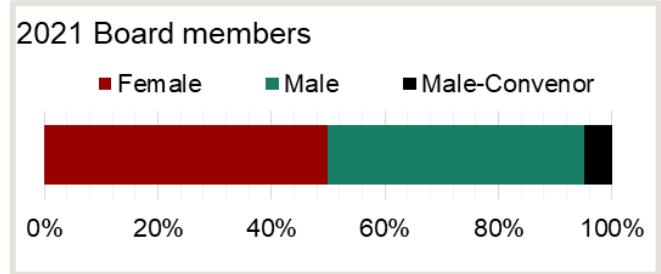
In addition, a video was developed and

presented by the Convener. The 2019 local elections saw more candidates standing for election than ever before in the history of the Authority, with one ward being contested by nine people. This year also saw more votes than ever before, indicating a notable increase in resident engagement. There was a total of 24 nominees for four

wards (the fifth ward being uncontested). Of the 24 nominees, six were female and 18 were male. The final outcome was that of the five elected members, three were female and two were male.



14. **50:50 by 2020:** A highlight of this period of reporting on embedding CNPA’s equality duties is that, as of March 2019, our Board and therefore our strategic leadership group, has achieved the ‘50:50 by 2020’ gender equality target. The CNPA Board comprises 19 members. The current gender breakdown is 10 female members and nine male members. The full Board has a male convener, aged in the 25 – 30 age group, and a female Vice-Convener.



15. **Committees:** There are five Board committees; they consist of the planning committee with a female chair and a male vice-chair; the performance committee with a male chair and a male vice-chair; the audit and risk committee with a female chair and a female vice-chair; the resources committee, with a female chair and a male vice-chair; and the governance committee with a male chair and a female vice-chair.

Planning		Performance		Audit and Risk	
Chair	Vice-Chair	Chair	Vice-Chair	Chair	Vice-Chair

Resources		Governance	
Chair	Vice-Chair	Chair	Vice-Chair

Chapter 3: Mainstreaming the Public Sector

Equality Duty

Introduction

1. This section of the report demonstrates what the Cairngorms National Park Authority (CNPA) has been doing to mainstream the Equality Duty into our daily work. It details how we have integrated this into our natural thinking, planning, and delivery cycle.
2. The chapter is split into three sections: Engagement and Participation, Corporate Function and Processes and Service Provision. Each section has several subchapters. To underline our work we have added testimonials, images, links and further visual aids.

Section 1: Engagement and Participation

Equality Advisory Panel

3. Until 2018, CNPA engaged with its Inclusive Cairngorms Forum, which was an advisory group that promoted equality and inclusion to help create a 'Park for All'. The forum then became inactive and it was during this time that we really began to notice how valuable it had been. However, we identified also that the forum needed to be updated and refreshed. As a result, we developed new Terms of Reference and launched a proactive recruitment campaign to attract equalities experts and enthusiasts to support the Authority's equalities work in the form of an Equality Advisory Forum (later changed to Panel).
4. Despite the fact that recruitment took place during the COVID-19 pandemic we nevertheless attracted a good number of applicants representing expertise across all equalities characteristics. The first meeting of the new Equalities Advisory Panel (EAP) took place in October 2020, and the Panel has met virtually every month since then. The details of panel members are posted on our website at the following link:

[View information on Equality Advisory Panel members](#)



5. **The purpose of the EAP** is to provide evidence-based feedback, guidance and advice to support CNPA to:
 - a. Ensure statutory public sector equality duties are delivered in accordance with The Equality Act (2010), and other relevant equality legislation e.g. Human Rights Act (1998).
 - b. Embed equality and inclusion in their corporate planning processes.
 - c. Critically assess and appropriately mitigate impact of CNPA decisions on equality groups through robust equality impact assessment (EQIA) procedures.
 - d. Ensure best practice in equality and inclusion approaches to their work.
 - e. Remain up to date on equality and inclusion responsibilities and best practice.
 - f. Promote equality and inclusion work of CNPA and partners within the park.

6. **Responsibilities:** The Panel's primary function is as an advisory panel and the Panel is expected to:
 - a. Provide up to date, authoritative and evidenced-based advice and guidance on equality and inclusive practice and approaches.
 - b. Critically assess CNPA policy and strategy from an equalities perspective and provide recommendations to support CNPA officers to deliver best practice approaches to equality and inclusion.

- c. Provide support and guidance to complete high quality EQIAs during project and service planning.
 - d. Highlight high risk areas around equalities issues that stem from the Authority's proposed corporate and operational plans.
 - e. Respond to requests for any specific equality review in collaboration with the relevant Head of Service.
 - f. Facilitate a virtual feedback mechanism for CNPA staff to receive timely advice on equalities and inclusion in relation to their work programmes.
 - g. Signpost CNPA officers to appropriate best practice in equality approaches and share learning and knowledge with CNPA.
 - h. Provide an annual forum to showcase equality work of CNPA and throughout the park.
7. **Chair:** The group is chaired by the CNPA Board Equalities Champion, who is a Board member with responsibility for equality and has a good working knowledge of both CNPA and equalities to ensure the group is effective.



Nov 2021: "As chair of the CNPA Equalities Advisory Panel I am constantly humbled and gratified by the commitment, energy and enthusiasm of the Panel volunteers, each of whom brings their own expertise in equalities issues, to support the Cairngorms National Park in striving to become a 'Park for All'.

Over the past four years much has been done to embed equalities within the CNPA and to raise awareness of equalities issues throughout the National Park. A key enabler for this success has been the creation of the CNPA Equalities Advisory Panel. Members of the Panel have background knowledge and expertise in equality and diversity, giving evidence-based advice on best practice. Communications planning has benefitted from the Panel's observations, resulting in a website audit plan which will update our imagery and publish an accessibility statement, along with improvements to our website, including easy read and read aloud software. The Panel has made recommendations on revisions of the equalities monitoring questions and categories in the staff equalities monitoring survey and the five-yearly visitor survey, such as monitoring of sexual orientation and including the option of 'I prefer a term not listed'.

Consultation with the Panel resulted in a significantly more inclusive Heritage Horizons bid being submitted for funding to the National Lottery Heritage Fund. The Panel has also advised on internal documents, such as the COVID-19 impact on staff EQIA and, going forward, the Panel's contribution to the National Park Partnership Plan 2022 – 27 will be invaluable in creating a more inclusive strategy.

But we know there is still much to be done, and the CNPA Board and staff are ambitious. I am confident that the Equalities Advisory Panel will offer us the challenge, advice and guidance which will support us in achieving our 2021 – 24 equality outcomes, and in ensuring that the CNPA reaches ever closer to our ambition to be a 'Park for All'."

Chair of the Equalities Advisory Panel and Equalities champion of the Board

8. **Key Successes:** To date this group has advised and helped shape the following:
 - a. Equality monitoring categories in the staff/Board equalities survey, and the recruitment equalities monitoring survey were updated in line with those recommended by the Panel.
 - b. Accessible Communications sessions were held with key staff with Disability Scot – a number of actions are now planned following this session.
 - c. Communication and social media plan for the Cairngorms Nature Big Weekend (CNBW) has been adapted to target minority groups who are underrepresented in the conservation field. Website content to include easy read and read aloud software.
 - d. Website audit planning has started.
 - e. Work is in place to publish an accessibility statement on our website.
 - f. We are looking to update imagery on our website, publications and all printed materials.
 - g. We are developing an accessibility how-to guide to help people produce publications/ documents in the right way and upload them correctly to the website.
 - h. Monitoring of sexual orientation to be included in future visitor surveys, as this was identified by the Panel as an omission on the current survey.
 - i. The Panel scrutinised the COVID-19 impact on staff EQIA and provided useful advice around amendments which were then included in the revised version.
 - j. The Panel signposted support that is now included in staff wellbeing emails.

- k. Link to Badenoch Access Panel App to be included in the Great Place Project App.
 - l. Grant funding link to accessible capital projects to be incorporated in next round of Green Recovery Grants.
9. This is a fantastic panel that will undoubtedly provide critical scrutiny and challenge on our equalities work to enhance the Authority’s approach to equalities. To follow the work of the Panel [view CNPA website for EAP meeting minutes](#).

Schools and Young People

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

Outdoor Learning Travel Grants

11. The grant is a subsidy to support people both within and out with the National Park. Over half of applicants would not be able to visit the park without the grant. We awarded grants to:



12. In 2020, no travel grants were awarded due to COVID-19 travel restrictions and the travel grant is not being offered in 2021 until guidance allows.

[View the Travel Grant Scheme for more information](#)

Women in Wellies

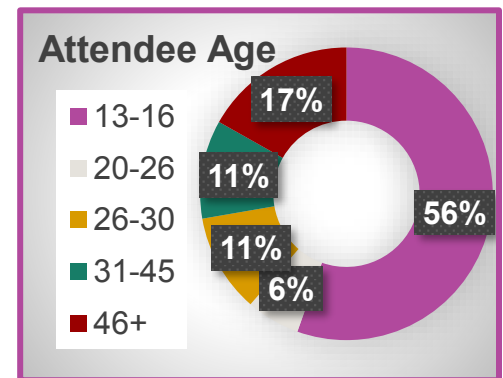
13. In October 2018, CNPA hosted 'Women in Wellies', which was a one-day event to inspire young women to choose rural careers. The event was a huge success with 170 attendees.



14. Children from five local high schools attended, and the event was also promoted to students through the University of the Highlands and Islands (UHI). The event was free to attend and CNPA covered transport costs for the school groups. Social media engagement around the event reached an estimated 53,730 online users.

	Farming and crofting	Lynn and Sandra, Lynbreck Croft Eleanor Macintosh, farmer Joyce Campbell, Armadale Farm
	Forestry, conservation and field ecology	Becks Denny, field surveys Frances Thin, CNPA Sally Mackenzie, CNPA Sarah Toulson, Cawdor Forestry
	Veterinary, equine and academia	Sophie Boyd, Strathspey Veterinary Centre Kerry Paul, Equine Lecturer, UHI Beth Wells, Moredun Institute Katrina Brown, James Hutton Institute Pamela Esson, River Dee Trust
	Game keeping, stalking and fisheries	Megan Rowland, Gordonbush Estate Amelie Sumpter, RSPB
	Guiding, recreation and rangers	Heather Morning, Mountaineering Scotland Nancy Chambers, CNPA Lucy Ford, Forestry Commission

The event included female speakers from across the land-based sector, including farmers, gamekeepers, mountaineers, and foresters. Following the formal morning presentations, students had the opportunity in the afternoon to get involved in interactive workshops focussing on farming and crofting; forestry, conservation and field ecology; veterinary, equine and academia; game keeping, stalking and fisheries; guiding, recreation and rangers. The event was evaluated via an online feedback form (Survey Monkey). Of the 10% who completed the feedback survey, 56% were aged 13-16; 6% aged 20-26; 11% aged 26-30; 11% aged 31-45; and 17% were aged 46+.



[View information about Women in Wellies event](#)

Youth Employment Strategy

15. CNPA is committed to supporting young people into employment, and to this end formally adopted a Youth Employment Strategy in October 2017. Through this strategy, the Authority has supported the following:
- Apprenticeships:** A young person was employed in 2018 on a two-year Modern Apprenticeship contract. During this time, the young person gained an SVQ in IT whilst training and working ‘on-the-job’ at CNPA. The young person has now

moved on to University to study an IT degree. In 2020, we appointed another young person to the IT Apprenticeship.

Dec 2021: “Overall, my time as an IT Apprentice in the CNPA has been a very positive experience. I started at an exciting time in the IT department, during the internal transition to a hot desk-based system in the office and the upgrade from Office 2013 to Office 365. Learning in a real-world setting has been extremely beneficial, and seeing one’s own work used is extremely rewarding. Working here has also provided me with opportunities to find and learn new software, broadening my understanding of what IT can do and how it is done. People have treated me respectfully throughout this time, from my interview to today; and I have received an incredible amount of support, especially when I am struggling with any required work.” **I.T. Apprentice**

- b. We have also supported a young person on a Foundation Apprenticeship. This involved a school student working for the organisation one day/week during term time, gaining valuable on-the-job experience of the working environment.
- c. **Internships/Graduates:** Since 2018, we have hosted seven fully paid short term internships. In addition we have appointed two graduate posts on 3 year contracts.

Dec 2021: “Reflecting on my time with CNPA, I have thoroughly enjoyed working on a range of interesting projects which have allowed me to develop my existing skills to good effect whilst also learning a variety of new ones. In my time with CNPA, I have taken on progressively more responsibility within the department, gaining further valuable experience and a greater understanding of the organisation as result. Despite the challenges of remote working, I have also had the opportunity to work with a variety of individuals, groups and organisations which has been a fulfilling experience. In summary, the nature of the internship and the projects undertaken have provided a great introduction to the workplace, where the CNPA and its staff help to create an encouraging and approachable work environment.” **Gaelic Language Intern**

Nov 2021: “I started as a Graduate Planner with the Cairngorms National Park in July 2020. I found the application process inclusive and was even surprised to see my, little known, religion on the equality monitoring form. From the start of my employment, I felt

very supported and since working here have been invited to join the equalities working group. Of all the employers I have worked for – I feel the Cairngorms National Park has a really good ethos in accepting and promoting diversity in the workplace. The HR team were supportive throughout the induction period and continue to support me through flexible working and allowing me time off to complete studies, which will help progress my career. I feel more is certainly needed to break down the ‘perceived’ barriers that employment candidates from BAME backgrounds may feel when looking to come and work for the National Park. I say perceived because in the 18 months since working for the Authority I have not once felt marginalised or not been given my chance to voice my opinions about inclusion.” **Staff member**

Nov 2021: “In my role as Mountain Bike Mapping Intern, I have had an overwhelmingly positive experience with the Cairngorms Capercaillie Project. I have felt valued as an equal team member since I joined the team five months ago. As a young male working with groups of predominantly female volunteers, I am slightly outnumbered. I don’t feel this has negatively impacted the way the team works in the slightest; nor has it had any noticeable impact on my role in the team. I have always been made to feel welcome and my contributions have continually been well received regardless of my gender, age, or role within the team. In my experience, the volunteer groups I’ve worked with would feel the same. Ethnicity, gender, age, background, or any other equalities characteristic have not seemed to play a driving part in the way the volunteer groups operate. Everyone’s opinions are welcomed equally.” **Mountain Bike Mapping Intern**

- d. Over the last four years, we have supported numerous university students with work shadowing opportunities. The aim of these opportunities is twofold – firstly to give them a feel for the type of work the Authority carries out, and appropriate career paths for this work; and secondly to support mandatory work experience required to gain their qualifications.
- e. We have committed to supporting the University of Highlands and Islands mentorship programme, with several senior managers providing their services as mentors to local university students.

- f. **Employability events:** CNPA HR Staff have engaged in Employability events with several of the local secondary schools annually, delivering workshops on job applications/CVs, interview skills and 'the career journey'.
- g. **Project Scotland:** CNPA has supported five young people through a 13-week volunteer placement aimed at young people aged 16 – 30 who, for a variety of reasons, may experience barriers to employment due for example to disadvantaged backgrounds, mental or physical health issues etc. The project provides them with experience in the workplace, and helps develop confidence, social networks, new skills, routine/structure, etc.
- h. **Kickstart Programme:** CNPA supported the Kickstart programme in 2021 with four places available as trainee Rangers and one as a trainee Finance/Admin Officer. All trainees were given training in the skills required to work in their specialism as well as transferrable skills to enhance their employability. Two of the four trainee Rangers were appointed to the seasonal Rangers programme in 2022.



[Read article on Kickstarting a Ranger career!](#)

EUOPARC Conference 2018

16. Following a joint, LEADER funded, partnership project between Cairngorms LEADER Local Action Group (CLAG), CNPA, Finnish LAGs and the EUROPARC Federation, the 'EUROPARC Youth Manifesto' was launched at the EUROPARC 2018 Conference in Aviemore where some 600 internal delegates heard a call to action for young people in and around protected areas. The EUROPARC Youth Manifesto Project has been very successful in engaging young people and inspiring the interest of protected area managers. The involvement of young people at the EUROPARC 2018 Conference considerably raised the awareness of the need to include young people in the future planning and decision-making of protected areas and rural communities. This EUROPARC Conference,



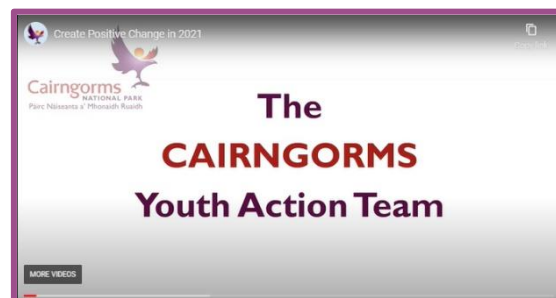
[Read the EUROPARC Youth Manifesto](#)

hosted by CNPA, targeted young delegates for the first time in the history of the conference through offering significantly discounted conference rates for people up to 30 years of age and targeted conference content.



17. **Youth Action Team:** Following the EUROPARC Conference we supported the development of a *Youth Council*, now called the Cairngorms Youth Action Team, which is a natural progression of the Youth Manifesto Project and presents CNPA's response to the call for action. The main aims of the project are to:

- Develop procedures and protocols for recruitment and management of a youth council.
- Establish what areas of work the youth council will be involved with, for example; consultations, grant management for youth projects, and providing a youth voice and presence for CNPA.
- Develop an appropriate model for interaction with the CNPA Board, its procedures and business.



[Watch a video introducing the Cairngorms Youth Action Team](#)

18. This work was developed by young people in 2019 with support from partners in Finland and EUROPARC and was presented to CNPA Board in September 2019. The Cairngorms Youth Action Team (CYAT) was launched in October 2019 by Mairi Gougeon MSP and Minister for Rural Affairs and the Natural Environment. Activity began in early 2020 but was curtailed by the COVID-19 pandemic. Through 2020 and 2021, online participation has continued with the CYAT members taking part in a number of events such as the Scottish Rural Parliament and a Minecraft in planning project ([view 'Planning Service'](#)).

[Find out more about the Youth Action Team](#)

Outdoor Learning Project

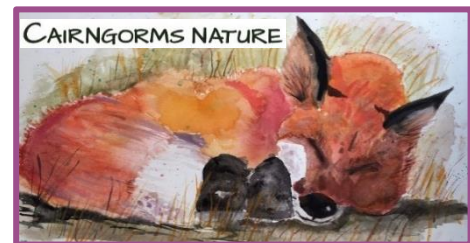
19. The outdoor learning project has been completed with some education authorities now utilising outdoor learning within their mainstream curriculum. The focus now is on developing capacity within schools and to this end, CNPA has directly supported three teachers at three local schools to complete a GTC (General Teaching Council) accredited Teaching in Nature course to encourage them to deliver more outdoor learning.



[Read article on Nature Award for Primary School teacher](#)

Cairngorms Nature Competitions

20. The annual school art and young presenter competitions encourage children and young adults to get involved in nature. Both initiatives have been actively supported by a large number of young people, based both locally and nationally.



Art competition winner: 'Sleepy Fox'

[View Cairngorms Nature website](#)

Junior Ranger Project

21. This is a scheme open to 11- to 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.

22. Over the past four years:



23. 2020 saw no Junior Ranger activity due to the COVID-19 pandemic, but it is hoped to restart Junior Ranger activity when guidance allows.



[View article about Junior Rangers](#)

John Muir Award

24. 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.



Over the past four years we awarded:

2017	2018	2019	2020
3,581 awards: 612 (17%) to people from disadvantaged backgrounds	3,257 awards: 800 (25%) to people from disadvantaged backgrounds	2,684 awards: 438 (16%) to people from disadvantaged backgrounds	973 awards: 202 (21%) to people from disadvantaged backgrounds

25. 2020 saw a much reduced total due to the COVID-19 pandemic; as we enter 2022 award activity is slowly beginning to return to pre pandemic levels.

[For more information visit John Muir Award](#)

Community Leadership Project (Backbone)

26. CNPA co-funds Backbone’s three-year Community Leadership Project (2015 – 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.



[Read article on Multicultural leadership project takes off](#)

d. **Our Natural Heritage Project:** 2019 saw work beginning with Highlands Migrant and Refugee Association (HIMRA) on this project through Backbone. To date two groups have visited the park and plans are in place for further visits.

e. **Outdoor Festival for All:** Groups from across Scotland came to the National Park in September 2017 to celebrate Scotland’s diversity at the Outdoor Festival for All. Over 200 people attended from inclusion groups including: Young Muslim Sisters from Glasgow; Hindu Mandir, an Asian elders group from Edinburgh; the Welcoming Project – Edinburgh who work with Refugee & Asylum Seeker family groups; Dundee International Women’s Centre; and the Yusuf Youth Initiative also from Dundee and the Rainbow Group – Falkirk that includes multicultural family groups.



f. Due to COVID-19 restrictions, all work with groups in 2020 and 2021 was halted. As lockdown guidance eased towards the latter half of 2021, we were able to host and co-fund another Outdoor Festival for All in October 2021. 95 members of the refugee and asylum seeker communities from Alness, Dingwall, Inverness and Aberdeen attended. Our staff led conservation-based and physical activities with small groups, and ran an information tent to promote visitor information.



Highlights from the Outdoor Festival for All (Oct 2021)

“A couple of young children returned several times to our activity to take part and tell us about all the other things they had been doing. One of the leaders from Dundee shared how she looked at birds with her young niece and how the Arabic bird sheet would help her niece recognise garden birds.”

“The first boy off the bus running with a huge smile on his face to the stuffed capercaillie, hugging it and giving it a name.”

“One of the highlights was exchanging the names of different plants. There was quite a bit of miming and laughter involved, and it felt like a nice way to bridge the language barrier.”

[View Backbone website for 'Outdoor Festival for All' reports and more](#)

Community Engagement

27. We actively use the National Standards for Community Engagement and promote best practice.
28. 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.
29. We participate in the relevant community partnerships as part of the Community Planning process.
30. We encourage each community to prepare a Community Action Plan in order to proactively plan what their priorities are over a five-year period. Significant effort is made to involve harder to reach groups in the process. We work with communities to improve their capacity, and provide support to assist in improvement delivery.

[View further information on our work supporting our community](#)

Cairngorms Capercaillie Project

31. The Cairngorms Capercaillie Project is enabling more people, and a wider range of people, to get involved in Capercaillie conservation. To date, volunteers aged 16 to 60+ have donated over 3,300 hours of unskilled, skilled and professional time to the project. This includes the Project Scotland scheme, which aims to help young people between 16 to 30 to get on in life through volunteering. The project is in the process of updating its Monitoring and Evaluation Plan, which includes measures for capturing demographics to help track and inform the project’s work with people with disabilities, from a wide range of places and socioeconomic backgrounds. As part of the plan, the project also intends to ask people questions about enjoyment, if there is anything the project could do better, or anything done particularly well, and these will be refined as the project learns more about the audiences it's engaging with during its new delivery phase. It might be that people are asked about how they heard about the project, if they felt included for example.



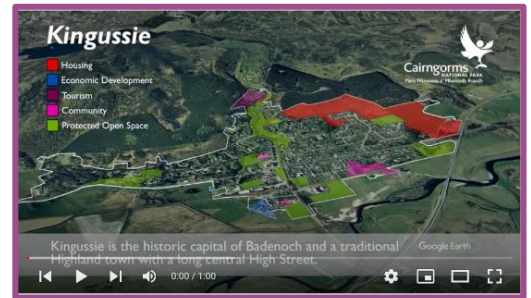
[Visit the Cairngorms Capercaillie Project website](#)

[Visit the Cairngorms Capercaillie Project Facebook page](#)

Local Development Plan (LDP) 2020

32. In January 2019, we commenced the process of engagement towards consulting and developing the next LDP 2020, which is one of our statutory duties. One of our aims with that year’s engagement was to engage with a much wider and more diverse audience, and to this end, we launched a proactive social media campaign. This campaign ran from January to March 2019, and involved Twitter, Instagram and

Facebook posts. We posted 30 different and interactive videos during this time, as well as 3D maps and infographics. The videos were viewed over 30,000 times, and our initial assessment is that the campaign made thousands more people aware of the LDP, and attracted awareness from a completely different demographic of people than previously.



[Watch a 3D bird's eye view of Kingussie](#)

33. In addition to the social media campaign, we ran seven public meetings in settlements across the National Park. Approximately 250 people attended these events.
34. Awareness of the consultation and the call for responses was also made through more traditional media, like advertisements in the local press, posters and through the community councils.
35. All consultation respondents were asked to complete an equalities survey, covering all the equalities characteristics. This survey informed one of our Equality Outcomes for 2021 – 2024: 'More equality groups participate in CNPA led consultations and stakeholder forums/groups to influence decisions made in relation to the management of the Cairngorms National Park'.

[View the Local Development Plan 2020](#)

Volunteer Rangers

36. CNPA has a Volunteer Ranger team, comprising 38 Volunteer Rangers ([view Appendix 5, 'Volunteer Rangers Equality Monitoring Data 2020'](#)). We directly recruit and train the Volunteer Rangers for whom we have direct responsibility. From 2017 to date, 255 people have been involved with Volunteer Cairngorms in some way. Of these, 69 would be categorised as 'hard-to-reach' by our funders – i.e. they identify with one or more of the following characteristics:

- a. Those earning less than £15,000/year
- b. Being a carer



Community volunteering day (with Highlife Highland Ranger Service) at Dulnain

- c. Being a young person (21 or under)
- d. Being elderly (70 or over)
- e. Living with a disability
- f. Being a member of the BME community.

[Read a blog from one of the volunteer rangers published during lockdown](#)



[Watch video on what Volunteer Rangers do](#)

Staff Engagement

37. The equality considerations of staff are identified and delivered through a number of means outlined below.

Staff Consultative Forum

38. The Staff Consultative Forum comprises five staff representatives (including a representative from the Prospect Union, with which CNPA has a voluntary recognition agreement), 'management' representatives, and two Board Member 'employer' representatives. The terms of reference also 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.

Sep 2021: "As a long-standing member of the Staff Consultative Forum representing Prospect members it has been an invaluable forum to discuss and resolve issues around wellbeing, working practices. Key successes recently have included Organisational Development Strategy work, Work Life Balance Policy and Health and Wellbeing Policy. Going forward the SCF will play a vital role in developing post-pandemic approaches to flexible working, the right to switch off and embedding equalities in all the work that we do."

Recreation, Access and Infrastructure Manager

Staff Appraisals

39. Staff appraisals involve monthly 'Performance Development Conversations', and provide staff with the opportunity to raise equalities issues with their line managers.

Annual Equality Monitoring Survey

40. CNPA invites staff to participate in an annual equality monitoring survey, which is an anonymous survey, and attracts a very good response rate. 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. Analysis of the last few years' data has also highlighted that our workforce is not as diverse as it should be, and has informed an Outcome of our 2021 – 2024 Equality Outcomes: 'Our workforce will become more diverse. We will have more women in senior positions in the organisation, and will have an increased number of minority staff working for us (specifically with relation to sexual orientation, disability and ethnicity).' [View Appendix 2 for full set of survey results 2017 to 2021.](#)

Best Companies Staff Engagement Survey

41. CNPA conducts this survey every two years, which assesses staff engagement across eight factors – My Manager, Leadership, My Company, Personal Growth, My Team, Fair Deal, Wellbeing, Giving Something Back. The analysis of survey results informs the emerging and evolving Organisational Development Strategy for the next 18 months. In the last two surveys (2020 and 2022), 'Wellbeing' has consistently been identified as a 'shadow' area (i.e. area for improvement) and as a result a number of interventions have been implemented to address staff wellbeing, including NHS Health Checks; a Wall of Wellbeing 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. Both survey results also highlighted limited opportunities for 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; and involvement as Board members on community enterprises and charitable trusts.
- a. In 2020, CNPA was listed at number 80 in the top 100 organisations to work for in the not for profit sector. This was an improvement on the 2017/18 list, when we were number 84.

- b. For 2022, CNPA was listed on three of the best companies' quarterly league tables. The lists were 'sector', 'region' and 'medium-sized organisation'.

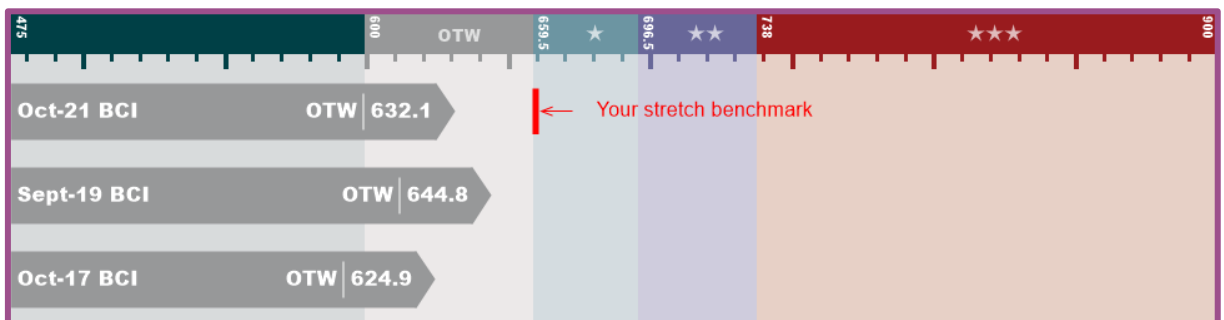


Figure 1: Best Companies Index Score - A rating of 'One to Watch' is Good; '1 Star' is Very Good; '2 Star' is Outstanding and '3 Star' is Extraordinary

During the COVID-19 Pandemic

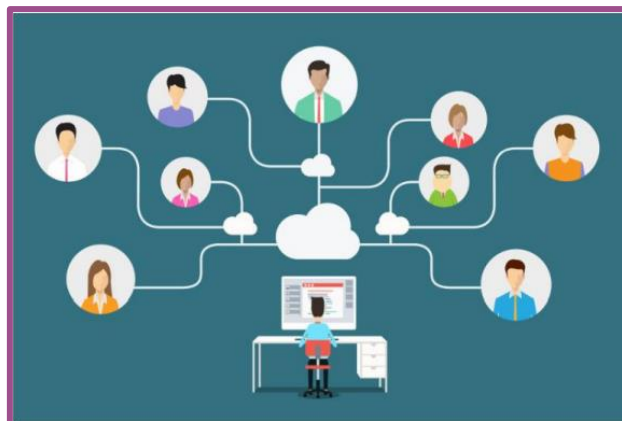
- 42. We conducted two staff surveys and several virtual staff drop-in sessions to assess initially how staff were coping with working from home and what their resource needs were to support this. Then we assessed how staff were managing with the ongoing home working situation, and what their views were with regards to post-COVID remote working. Wellbeing again came up as an issue for many staff, and as a result a number of initiatives were implemented to support staff wellbeing, including:
 - a. **Wellbeing Champion:** We recruited an HR Intern, whose primary role is as the Wellbeing Champion, tasked with developing and delivering an enhanced package of wellbeing support. This was the first time we ever identified a role as such, but the staff surveys highlighted the need for dedicated wellbeing support.

Sep 2021: "As wellbeing champion a big part of my role is understanding what challenges our staff may be going through and to put initiatives in place that will help with those challenges. Sometimes this can be small things such as the wellbeing email which educates people on different wellbeing issues and helps act as reminder for some of our policies that are already in place. Sometimes, this can be bigger events such as our yoga and coffee mornings which have helped people meet up and manage isolation through lockdown. I would say the main thing about being a wellbeing champion is making sure staff are able to tell you what challenges they are facing and to always be open to suggestions." **HR Intern**

- b. **Wellbeing Wednesdays:** Throughout the lockdown, staff have received a weekly Wellbeing Wednesday email, which signposts people to various support tools; highlights national and local health campaigns; and provides the forum for suggestions from staff for other ways of supporting each other. Whilst this doesn't quite replicate the Wall of Wellbeing, it has nevertheless been very well received and has generated a lot of enthusiasm and connectivity between staff, many of who are at risk of feeling isolated as we continue to work from home.
- c. **Virtual Meets:** We have identified a virtual meeting 'room' which is open at all times for staff to pop in for a chat with whomever else may be in the room. This is an attempt to replicate in a virtual environment the 'water cooler' conversations that happen in an office environment.
- d. **Virtual Coffee Mornings:** Most teams continue to have these on a weekly basis.
- e. **Virtual Training:** All line managers have received virtual training on how to manage effectively in a virtual environment, and this has had a noticeably positive effect across many teams.
- f. **Breathe to Work Programme:** We have collaborated with a local Movement Psychotherapist to deliver a bespoke four-week programme to deliver resilience and wellness at work.
- g. **Virtual Yoga:** We have delivered a fully subsidised weekly virtual yoga class.
- h. **Virtual Pub Quiz:** We have run several remote quizzes to provide a social environment for staff to connect with each other.



- i. **Virtual Lunch Workshops:** Staff have been invited and supported to lead virtual workshop meetings during their lunch breaks – e.g. we have set up a virtual book club, and are looking to establish a virtual creativity hub. We are supporting staff to work their contractual hours at times over the seven-day week that best suits their personal circumstances. For some staff this means taking off a few hours during the day to make the most of daylight hours, then working when it starts to get dark.
- j. **Home-Schooling Parents Support Group:** this was established for staff who were home-schooling during the COVID-19 pandemic so they could reach out to each other for guidance and support.



Menopause Support Group

43. CNPA has developed this group recognising that a significant number of the workforce are women in the 45+ age group. This has been an extremely effective networking forum, where staff affected by menopause can share experiences, remedies, medical advice, etc. Following the success of this forum, we developed and have just adopted a Supporting Staff through Menopause Policy.

Menopause Group Case Study

Sep 2021: “When I first received the email from Kate inviting me to join the ‘Menopause Group’, my initial thought is I am much too young for this! I sulked for a while and then about 18 months ago my body decided it was time to engage. Although I rarely contribute at this stage, it has been a great comfort to me to read about the experiences that my colleagues have been going through, mainly because I feel like I am not alone. It is also good to know that there is a place for me to go and vent my fears and frustrations about this period in my life that I appear to have little or no control over! It is so interesting to note that everyone’s experiences are different and no two people appear to be going through exactly the same thing.” **Staff member**

Sep 2021: “Having been told by a doctor that I was ‘too young’ at 42 to be experiencing perimenopause, I felt dismissed and alone, having to quietly put up with increasingly severe symptoms. Subsequently joining CNPA and the menopause support group helped me realise I was not alone. We share information and experiences, supporting each other while recognising that every woman’s experience will be different. The group being email-based works well, as a lot of shared information would be too personal to discuss with colleagues unless they were very close friends! Sharing by email allows us to exchange stories and opens up opportunities for conversations without embarrassment. The group helped empower me to know my symptoms were perimenopause, so at 45 I went back to a different doctor, who listened and provided treatment for my symptoms. Without the group I would still be suffering and quite probably would be facing performance issues at work due to the severity of my symptoms. It’s a really simple but effective support network for women of any age!” **Planning Officer (Development Planning)**

Nov 2021: “I really value being part of the menopause support group. I’ve had a few issues over the last few years including perimenopausal vestibular migraines and insomnia where I’ve been able to post and hear about others experience. It’s great to have a group of women at work that are going through the same brain fog and fatigue symptoms as it helps to not feel so isolated. Recently we’ve been discussing HRT and that is also useful to share experiences. I’ve told some friends that we have this resource at work (including some GP’s) and they are really impressed that our organisation is so forward thinking and offers staff support like this (they don’t have the same in the NHS).” **Staff member**

Domestic Abuse Policy

44. In 2020, we developed and adopted a Domestic Abuse Policy which outlines how, from an employment perspective, CNPA will support staff experiencing Domestic Abuse and is supported by other HR and health and safety policies, all of which are underpinned by a commitment to staff safety and equality. This policy applies to all staff irrespective of age, gender, race, religion or sexual orientation.

Top Employers for Working Families Awards

45. In 2019, and again in 2020, CNPA was shortlisted as a finalist in this award. These are business awards run by Family Friendly Working Scotland, which celebrate forward-thinking employers that have created a flexible, family friendly working culture. We did not win the award in either year, but it was a huge accolade to make the shortlist, and in 2019 we won a special Highly Commended award.



Top 10 Flexible Organisations in Scotland (Flexibility Works Awards)

46. In 2021, CNPA won the accolade of being identified as a top flexible employer, which provided formal recognition of the suite of policies and procedures the Authority has in place to support staff working flexibly.



Non-Departmental Public Body (NDPB) Equality Forum

47. 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.

First Minister's Advisory Council on Women and Girls

48. CNPA has been a Circle Member of the First Minister's Advisory Council on Women and Girls since its inception in 2018. The agenda of this Council is to ensure that 'Gender Inequality becomes a Historical Curiosity'. CNPA has publicly pledged its commitment to this agenda, and has engaged its staff focus groups in equalities themes, including intersectionality.



49. Our Pledge (Dec 2020): CNPA has put equality outcomes at the centre of its work. We have recently recruited an Equality Advisory Panel of expert equality stakeholders to support our commitment to improving gender equality. We are planning a diary of engagement events with staff around our equalities aspirations, and how to remove any organisational barriers in this regard.

[Visit the One Scotland website for more information](#)

Highlands and Islands Equality and Diversity Partnership

50. We are part of the informal partnership comprising the Equality Leads for public sector organisation in the Highlands and Islands. This active partnership shares good practice, and promotes equalities events and opportunities for engagement with equalities groups.

Section 2: Corporate Functions and Processes

Equality Impact Assessments

51. Using Equality impact assessment (EQIA) remains our principal 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.

[View CNPA Equality Impact Assessments](#)

52. All line managers and project staff were 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 and case studies.

Project Planning and Development

53. We have revised our project management processes and brought the various documents and procedures into one, overarching Excel document, which includes a number of tabs to focus thinking and narrative. This process requires project managers to capture equalities in project planning and development processes.

Grant Funding

54. We promote equalities through our grants programme and partnership funding to third parties:
- a. **Rangers:** CNPA provides grant funding to nine 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. **Third Parties:** 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. **LEADER 2014 – 2020 Grant Funding Programme:**
This is 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. Equality is embedded in LEADER funding awards as a crosscutting theme used in assessing the merits of all project proposals for LEADER grant funding. All projects must demonstrate consideration and delivery of equalities outcomes 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).

[View more information on the LEADER Programme](#)

5 Cairngorms LEADER 2014 -2020 Programme

What? LEADER is a bottom-up method of delivering support to communities for rural development, also known as Community Led Local Development.

Why? To increase support to local rural communities and business networks to build knowledge and skills, encourage innovation and cooperation to tackle local development.

How? By delivering investment to build community capacity, to grow the economy of the Park by supporting business startups and increasing employment, retaining and attracting young people to the area, improve transport and connectivity, protect and enhance our landscape, wildlife and local heritage and build excellence into sustainable tourism and recreation.

£4 million of total project funding invested

£3 million investment from Scottish Government and EU

£300k contribution from CNPA

LEADER The European Agricultural Fund for Rural Development The Scottish Government Scottish Rural Development Programme CAIRNGORMS NATIONAL PARK AUTHORITY

This project is being part-financed by the Scottish Government and the European Community (Cairngorms Local Action Group) LEADER 2014-2020 programme

- e. **Equality Monitoring:** The CLAG have identified a number of hard-to-reach groups and proactively targets these groups through delivery of LEADER funding. Monitoring and evaluation criteria advise the CLAG if any target groups are not being engaged, which in turn informs any further CLAG commissioned activity to target these groups.
- f. **Equality Champion:** The CLAG have an identified equality ‘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 funding decisions.

Dec 2021: “The Cairngorms Trust are working to make inclusion a key criterion for applicants to our funding streams and we encourage applicants to address the issue constructively and creatively, and not simply undertake a ‘tick box’ exercise. We work closely with leading practitioners to ensure that the Cairngorms Trust and its stakeholders remain at the forefront of inclusion. The COVID-19 pandemic has changed the visitor profile within the park to include a broader range of visitors and the CT takes this into account when we consider support for those designing facilities and services.” **Equality Champion**

- g. **The Cairngorms Trust:** The CLAG formally incorporated as a registered charity, known as The Cairngorms Local Action Group Trust (The Cairngorms Trust) with a range of public benefits set out in its constitution.
 - i. The Cairngorms Trust has twelve trustees, one appointed from the CNPA Board, one a representative of CNPA. Currently there are three females and nine males on the board of trustees. The last two trustees to join the board were both female. Both the Cairngorms Trust and LEADER staff are all female. Three work part-time and one full-time.
 - ii. The Cairngorms Trust has an equalities representative nominated by our board of trustees. Currently we are in discussion with Backbone regarding increasing diversity as we are developing the Cairngorms Trust.



- iii. Funding opportunities through the Cairngorms Trust are opened when the board of trustees are comfortable with the funds available. The Trust actively encourages applications from hard-to-reach groups. We have incorporated equality considerations into the standard terms and conditions of letters of offer.



[View the Cairngorms Trust website](#)

- h. **Cairngorms Green Recovery Fund:** This is a partnership between the CNPA and The Cairngorms Trust and aims to support the recovery of the Cairngorms economy from the widespread impacts of COVID-19, while protecting and enhancing the natural environment and seeking to address the ongoing impacts of climate change. The Fund was first established in 2020 and has been redeveloped in 2021 with significantly enhanced funding (£300k). Applications are encouraged from all groups and the decision-making panel are very aware of equality principles.

Corporate Communications

55. 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. We seek to include a diverse range of stakeholders (from a wide variety of backgrounds) in the photography and video footage that accompanies these publications.

b. All CNPA publications have been made more searchable on the website. Advice and guidance has been produced for colleagues across the organisation on creating accessible pdfs.

[View our publications](#)

c. **Web accessibility:** 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. In November 2021, a web audit was commissioned to assess the accessibility of our website in line with World Wide Web Consortium's (W3C) Web Accessibility Initiative (WAI) guidance ([view website of Web Accessibility Initiative \(WAI\) | W3C.](#)) The website audit has been completed and work is underway to implement accessibility recommendations.



d. The accessibility statement on our website has also been updated.

[View CNPA accessibility statement](#)

e. **Meetings:** All public meetings are held in accessible locations and meeting notices offer support for special needs such as hearing loops on request. During the pandemic, we have been increasing the use of digital technology to broadcast meetings online, removing some barriers to access.

f. **Campaigns:** Our communications campaign events such as the Cairngorms Nature Big Weekend in May 2018 and the Wee Walks Week in September 2018 ([view 'Key Outdoor Access Initiatives'](#)) have specialised inclusion events. We also host and co-fund the 'Outdoor Festival for All', which invites ethnic minority groups to enjoy the park ([view 'Community Leadership Project \(Backbone\)'](#)).

Procurement

56. 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.
57. The Authority has adopted a new Sustainable Procurement Strategy during this reporting period. This adopts key equalities outcomes around embedding the consideration of equalities as a quality score in procurement assessments. The Strategy also positively encourages the use of supported businesses where possible, hence sustaining a key economic sector for the employment of people with disabilities. This is augmented by supporting the development of packages of procurement more suited to bidding by small and medium sized enterprises (SMEs). In turn, this seeks to develop more business start-ups and growth locally, with the potential for a wider demographic of business owners and suppliers to the Authority as a public body and key economic entity in our rural region.

[View the Procurement Strategy 2017 – 2020](#)

58. Expenditure commitment processes also require budget holders to evaluate equalities impacts and considerations as a second element of embedding equality outcomes considerations in our economic activities. Consideration of equalities outcomes has therefore become fully embedded in all of our economic processes.

Section 3: Service Provision

59. The statutory functions we deliver are through planning services and outdoor access initiatives.

Planning Service

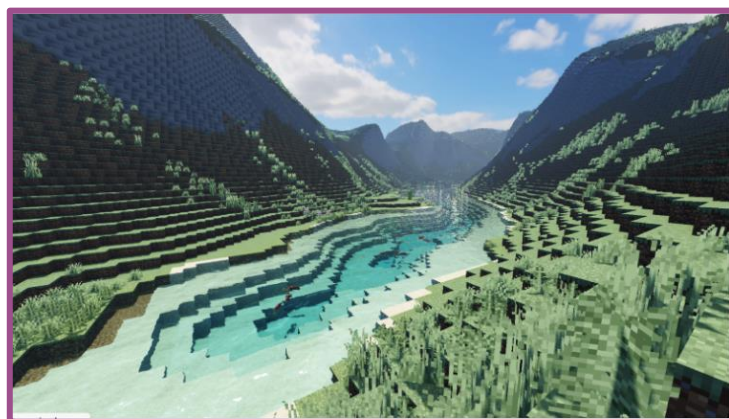
60. We take a proactive approach to improving our planning service, benchmarking against other planning authorities, preparing an annual report for our Planning Committee and Scottish Government and setting annual improvement priorities. As

part of that process we put in place measures to ensure the system is easy to use and equitable, for example:

- a. **Planning Service Charter:** This has been prepared and reviewed in 2021, 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, in 2021 we adopted a new Local Development Plan which significantly enhanced the requirement for affordable housing in four communities to 45% (national benchmark in the rest of Scotland is 25%).
- c. **E-Planning:** An online process for planning applications has been implemented to encourage wider participation in planning.

[View the E-planning portal](#)

- d. **Community Feedback:** We encourage citizens who are in support of, or objecting to, planning applications to speak at committee meetings so that their views are heard directly as part of making decisions. This practice is not common with other planning authorities.
- e. **Community Planning Representatives Network:** We have established this network to bring together Community Councils and Associations to improve how they can feed into the process better and learn from each other.
- f. **Minecraft Project:** During early 2021, we undertook a project with the Cairngorms Youth Action Team to encourage participation in and understanding of the planning process. A staff member created a map of the Cairngorms National Park for the popular online game and learning environment Minecraft, and the Youth Action Team members who participated undertook a series of activities within that environment. They had to make decisions about planning, the place they were in; how they used resources



and changed the landscape and discussed the implications of their activity and what rules or policy choices they might apply to prevent harm.

[View information on the Minecraft Project](#)

[Read BBC article on the Minecraft Project](#)

Recreation and Outdoor Access

61. As the designated Outdoor 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 and designed to current all-ability standards wherever possible;
- b. Associated paths leaflets and signage adhere to best practice in accessible design ([view 'Community Path Leaflets'](#));
- c. Core paths plans are consulted on widely (using best practice in community engagement) and access rights are upheld;
- d. **Local Outdoor Access Forum (LOAF)**: meetings are held in accessible venues; and LOAF membership represents a wide range of stakeholder interests including land managers, recreational users, communities and wider inclusion/accessibility interests.

[View information on Local Outdoor Access Forum](#)

Key Outdoor Access Initiatives

62. **The Speyside Way**: This has now been fully extended from Aviemore to Newtonmore. On and off-road signage improvements completed. Work is also ongoing to improve path surface and signage on the existing route.

[View information on Speyside Way Extension](#)



63. **Financial Grants:** A number of CNPA grants were made to communities, land managers and third sector organisations to improve access and promote active lifestyles.

a. Alzheimer Scotland was grant funded to develop an Outdoor Dementia Friendly Activity Resource Centre at Badaguish.

Cairngorms NATIONAL PARK
Pàirc Nàiseanta a' Mhòraigh Ruaidh

JOHN MUIR AWARD
wild places:
DISCOVER
EXPLORE
CONSERVE
SHARE

University of the Highlands and Islands
Oilthigh na Gàidhealtachd agus nan Eilean
Evaluation

Key Partners

- CNPA
- Badaguish
- Voluntary Transport Scheme
- NHS Highland- Green Health Partnerships
- Voluntary Rangers Scheme
- Befrienders Highland

Badaguish

The Outdoor DRC

- Refurbishment
- Therapy Garden
- Creating the right space

Intergenerational Work
Connecting with local outdoor nurseries and schools

Brain Health Scotland

People with Dementia and Carers Consultations with local people who attend group

b. Cairngorms Trust was grant funded to further develop an Active Cairngorms e-bike project in Badenoch and Strathspey for which the Trust had secured LEADER funding to lead a project focused on improving public health and active travel for local residents.

c. Seafield Estate was grant funded to install high specification pedestrian gates (see images below) around Carrbridge to improve accessibility to popular local paths.



- d. Ballater Royal Deeside was grant funded to improve signage on the local path network and work was completed in June 2021.
- e. Carrbridge Community Council received a grant towards inspection of a key suspension bridge (see image below) being central to the local path network and also one of the CNPA listed Paths with Easy Access.



- f. Newtonmore Community Woodland and Development Trust: A grant has been offered to Newtonmore Community Woodland and Development Trust towards matching Paths for All funds for repair of a local path subject to flood damage.

Transport Scotland

- 64. Following objections by CNPA and Highland Council to A9 Dualling proposals between Aviemore and Carrbridge – due to lack of non-motorised users, both partners are now working with Transport Scotland on a preferred multiuse path route. On 22 November 2021, a direct route was approved for the next stage of design and planning consent. This significant step by the Authority is a staff resource intensive investment in seeking to secure all abilities access between communities as part of a key transport corridor development. This clearly demonstrates the Authority's full commitment to achieving the best possible equalities outcomes through our joint and partnership working, as well as through our own direct delivery.

Heritage Horizons – Cairngorms 2030

- 65. CNPA has been awarded National Lottery Heritage Fund funding for its ambitious £3.8m Heritage Horizons: Cairngorms 2030 programme. This will guide the work of the Authority over the next reporting period.
 - a. The programme development phase started on 1st October 2021 and will run to 30th June 2023. This programme will develop innovative, collaborative, and

transformative change as we tackle the climate emergency and nature crisis and deliver an economy that works for all. Our ambition is large scale, inclusive, transformational change that delivers our collective climate and biodiversity responsibilities.

- b. Included in the programme are plans to further develop off road non-motorised routes, cycle friendly roads, sustainable transport improvements, e-bike networks and '20-minute neighbourhood' designs that make active travel between communities in the National Park safe and easy for both residents and visitors. Further projects include developing NHS partnerships focused on green health referrals and demonstrating the benefits of outdoor dementia care and designing therapeutic green health interventions.
- c. The CNPA Equalities Panel was consulted throughout the application process. The Panel will continue to be consulted throughout the development stage to ensure equalities outcomes are embedded in stage 2 application, which will be submitted to the National Lottery Heritage Fund by end June 2023.

[View more information about Heritage Horizons](#)

Sustrans Active Travel

66. Dulnain Bridge community has received Sustrans active travel grant and Distillery support to fully fund a non-motorised users link from Grantown on Spey to Dulnain Bridge and subject to planning consent construction is likely in Spring 2022.
67. Kingussie community have received Sustrans active travel to improve the village centre design both celebrating active travel and providing information on Speyside Way (POINT 70) and NCN7 (see images below).



[View full report on Kingussie - Gynack Gardens](#)

68. Granttown on Spey and Laggan community has also received Sustrans active travel grant for stage one designs. The Granttown Society manage the project known as 3A's Granttown (Attractive, Active, Accessible), which provided a virtual exhibition of the project plans.

[View 3A's Granttown virtual](#)

[View more information about Sustrans](#)

Community Path Leaflets

69. Community path leaflets have been developed for 17 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. Work in 2021/2022 has made the leaflets and maps accessible online and on mobile devices.

[View all community path leaflets](#)

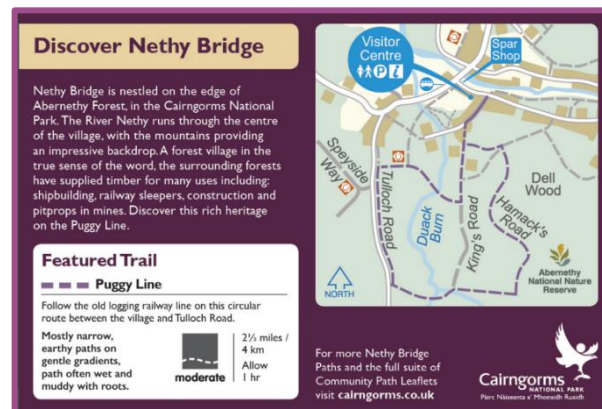
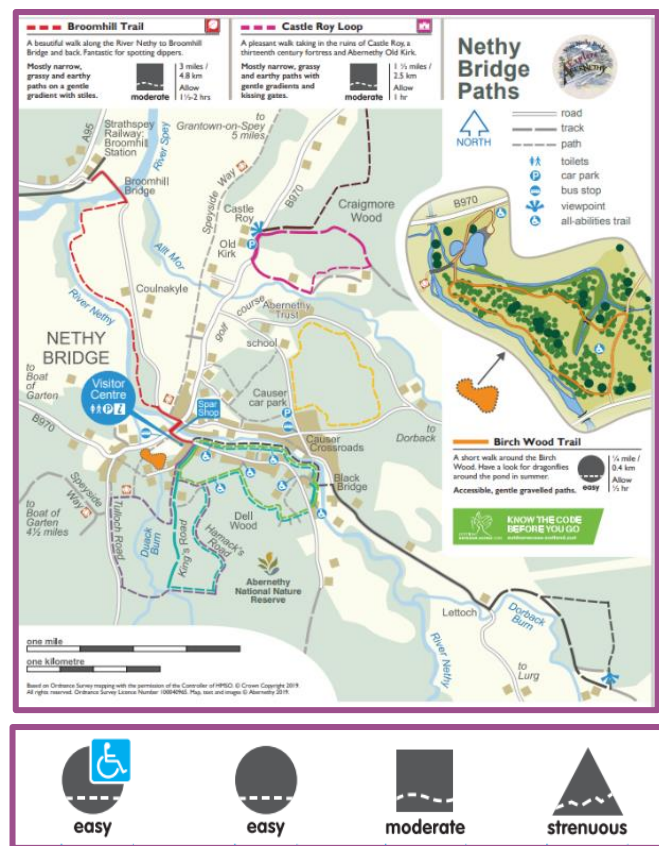
[View information on Scottish Path Grading System](#)

Wee Walks Route Cards

70. 13 route cards have also been developed for key access routes in communities that are actively promoted to encourage daily exercise.

[View all Wee Walk Route Cards](#)

[View Wee Walks interactive map 2021](#)



71. CNPA Outdoor Access Staff continue to advise and promote nationally accredited design guidance to path builders and developers.
- Our development and delivery of easy to access and free information on access is aimed at promoting greater use and enjoyment of the Cairngorms National Park by minority and economically disadvantaged groups, addressing a long-held CNPA equalities outcome.



Active Health Walks

72. There are 14 active health walks in the park led by over 40 volunteer walk leaders.
- Health walk leaders have participated in dementia friendly walk leader training and the Nethy Bridge group successfully gained Dementia Friendly Accreditation.
 - Pre-COVID, over 140 individuals per week walked as part of a Health Walk in the park.
 - Currently eight Health Walks have successfully resumed with around 100 individuals walking per week. It is hoped that the other groups will resume in the near future.
 - We are working with Green Health NHS Highland to address COVID impacts and widening reach to new priority groups in Badenoch & Strathspey. The training and participation has been coordinated by the Senior Development Officer for Green Health, NHS Highland on behalf of the community groups and organisations who wish to access it and with input and ongoing support from the CNPA Health and Wellbeing Coordinator.



[View information on Health Walks](#)

Gathering Evidence

73. Gathering evidence of service helps us to make our services more accessible to service users. Equality information is gathered through:
- a. **LEADER Grants Programme:** The equalities data gathered is used to monitor programme delivery.
 - b. **Visitor Survey:** this was last conducted in 2020 which captured data across a range of protected characteristics. The information gathered has informed the Equality Outcomes.
 - c. **Cairngorms Nature Big Weekend Festival:** This festival is run annually. Data helps identify which groups are being missed, so that future promotion can target those groups.
 - d. **Events:** feedback is gathered at events such as the Outdoor Festival for All in Sept 2017/Oct 2021 ([view 'Community Leadership Project \(Backbone\)'](#)). This identified the origin of attendees and what barriers and needs they experience in accessing and finding out about the National Park. This helps us better focus our resources in future.
 - e. Despite having many processes for gathering service user data, we recognise that to date, equality characteristics are not effectively monitored during all engagement exercises. As such, one of the equality outcomes for 2017 – 2020 was that more equality groups will participate in CNPA led consultation and engagement. The associated action plan included 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 the future.

Leadership and Staff Awareness

74. Mainstreaming the equality duty is an organisational responsibility and leadership and staff and Board awareness are central to success:
- a. **E-Learning:** All new staff are required to complete an ACAS online 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 have also subscribed through The Learning Pool to an online e-learning package, which includes interactive e-learning courses

and an e-learning course on equalities, which staff are required to complete every two years.

- b. **Senior Managers:** They champion equalities in their teams and ensure equality is promoted in their delivery programmes. The Operational Management Group (comprising the Heads of Service), consider the status of the key strategic projects at their monthly meetings, which ensures management oversight of and commitment to adherence to equalities principles in all projects.
- c. Senior managers have taken leading roles in the development of the Equality Outcomes. The Outcomes and associated Action Plan are signed off by the Board.
- d. **Best Practice:** 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.
- e. **Equality Training:** We are in the process of procuring equality training for our staff and Board. We hope this will help us identify areas to ensure an inclusive work culture, advise on strategies on how to approach equalities going forward and help us engage with national and/or international initiatives. It is important to us to find training that is tailored to our unique needs, is conscious of our remit and rurality; is proactive, engaging, challenging and genuine. The tendering process has attracted several bids from training providers, and we hope that a training programme will be delivered by mid-2022.

Conclusion

- 75. We hope this chapter demonstrates the extent to which we have mainstreamed the Equality Duty into all aspects of our work; fostering good relations between groups, eliminating discrimination, and ensuring equality of opportunity.
- 76. Staff, stakeholder and community engagement projects, initiatives and events have sought to attract increased participation from diverse groups. Mechanism to improve inclusion have been further engrained into CNPA's corporate functions and processes. And we have worked towards weaving equality, diversity and inclusion values into our organisational function and statutory framework.

77. The following three chapters (4 – 6) are divided into three outcome areas: Staff and Leadership, Visitors and Community, and Consultations and Partnerships. Each chapter reviews our progress on equalities outcomes and actions (2017 – 2020), reviews data (including staff and Board) and presents our new equalities outcomes (2021 – 2024) with contributory action plans. The outcomes have been designed to be challenging and reflective of our wider ambition. We believe that over time this new framework and identified outcome areas will support us to make further improvements to diversity and inclusion for our service users, the public and our staff.

Chapter 4: Staff and Leadership

Introduction

1. Our staff are at the heart of the Cairngorms National Park Authority (CNPA). We ensure this by reviewing our internal recruitment processes and development opportunities, updating staff policies, senior management awareness, and evaluating equality monitoring data for our staff and Board. These actions will help to enshrine Equality, Diversity and Inclusion, along with our values, into our daily work.
2. This chapter of the report is split into four parts: the first reviews our progress of Equality Outcome 1 (2017 – 2020); the second, presents our staff equalities data, including employee, recruitment, development and training, gender pay gap and occupational segregation; the third presents our Board equalities data and Board diversity and succession planning, and the fourth details our new Equality Outcome 1 (2021 – 2024) and contributory action plan.

Section 1: Progress Review of Outcome 1 (2017 – 2020)

‘Ensure a gender balance in senior management positions’

3. Below we explore our progress on delivering specific actions to meet our Equality Outcome 1: ‘Ensure a gender balance in senior management positions’ (2017 – 2020).

Setting Outcome 1 (2017 – 2020)

4. The table below details the rationale for setting Outcome 1 (2017 – 2020), as well as the evidence to support it.

Issues/Opportunity for Promoting Equality	Evidence
<ol style="list-style-type: none"> 1. Fewer women in senior and management roles in the organisation; 2. Lower engagement by women with regards to leadership. 	<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

<p>3. Staff gender composition does not reflect the Board composition, which is almost 50:50.</p>	<p>management grades) are women, with significantly more women (85%) in the lower paid grades A – C).</p> <p>c. Best Companies Staff Engagement survey results.</p> <p>d. Exit interviews suggest perceived gender bias in terms of opportunities for advancement.</p> <p>e. Focus groups with representative equality group.</p>
---	---

Progress Summary: Actions of Outcome 1 (2017 – 2020)

- The table below summarises the progress made against the actions of Outcome 1 (2017 – 2020): ‘Ensure a gender balance in senior management positions’. [View Appendix 8 for full progress review](#), including the aim/output, targets, departments and partners, and relevant protected groups.
- The progress rating is split into three categories, see key below:












R1: Rating 1	R2: Rating 2	R3: Rating 3
		
Rolled over/Not started	Started	Ongoing/Completed

Table 1: Progress review of actions for Outcome 1 (2017 – 2020) with ratings

No	Actions	R1	R2	R3
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.			
2	Recruitment procedures will be reviewed.			
3	More joined up recruitment with similar public sector organisations, and opportunities for staff to go on secondments.			
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).			

5	Review training policy and budgets.			
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.			
7	Ensure there is senior management awareness of perceptions about organisational culture. This to be done through actions identified through ODS2.			
8	Review flexible working policy and investigate possibility of allowing remote working out with standard working hours.			

Highlights

7. We have made great strides towards delivering the actions set in 2017 for Outcome 1 (2017 – 2020) and below we explore some of the highlights.

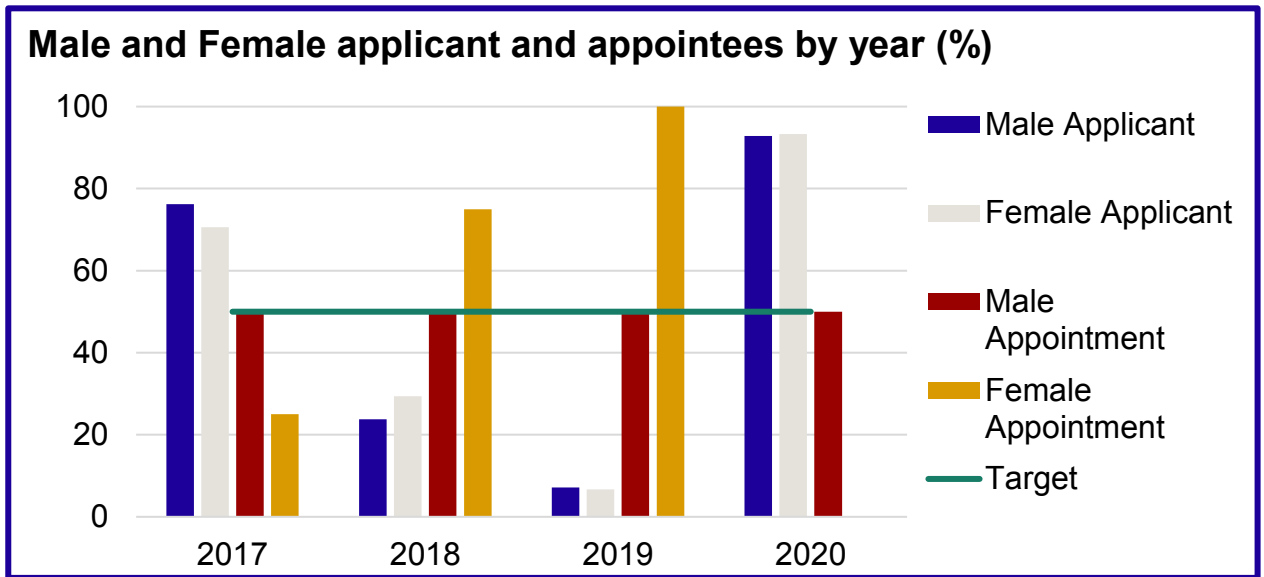
Targets and Women in Senior Positions

8. The target for actions 2, 5, 6, 7, and 8 of Outcome 1 (2017 – 2020) was ‘at least 50% applicants for senior/managerial positions are women’.
9. The table and graph below show the number of management posts recruited over the last four years, with applicant and appointment details:

Table 2: Management posts recruited split into male and female applicants and appointments, 2017 – 2020

	2017	2018	2019	2020
Total management posts recruited	2	4	2	1
Total applicants	56	20	4	54
Male applicants	68%	50%	50%	48%
Female applicants	42%	50%	50%	52%
Male appointments	50%	25%	50%	100%
Female appointments	50%	75%	50%	0%

Graph 1: Management posts by male and female applicants and appointments, 2017 – 2020



10. In the last three years, female applicants met the target of 50%. This target was not met in the first year of reporting (2017), but the gradual increase in female applicants reaching 52% in 2020 would suggest that the actions implemented to address the outcome are having a positive impact. However, as the gender pay gap information highlights, whilst there are more female managers at middle management level, there are still too few at senior management level. As such, over the next four years, we will continue to focus attention on overall diversity of our workforce, including a continued focus to increase female representation at senior management. ([View full recruitment data in Appendix 3](#)).

Flexible Working

11. 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. Our staff choose flexible working patterns for a variety of reasons, including lifestyle, caring responsibilities and further education.
12. In the last four years, three members of staff (two female and one male) have formally applied through the flexible working request for reductions to their hours, and these applications were approved. Several staff also requested minor alterations to their contractual hours without going the formal flexible working request route, and these changes were implemented by agreement with HR and management.

13. **COVID-19 Pandemic:** Since March 2020, 100% of our staff have worked remotely following guidance as a result of the COVID-19 pandemic. In 2021, CNPA won the accolade of being identified as one of 'Scotland's Top 10 Flexible Employers' at the Flexibility Works Employer Awards, which provided formal recognition of the suite of policies and procedures it has in place to support staff working flexibly.
14. **Permanent Changes:** As we emerge from COVID-19, we are trialling a hybrid working approach. The trial is likely to commence in March 2022, and if after 12 months it is positively evaluated, it will become a permanent change. This approach allows for all staff, regardless of length of service, to work 50:50 home to office without needing to formally apply – it will simply be by agreement with line managers. Any request to be home-based more than 50% of working hours will require the completion of flexible work request form, but with the commitment that we will respond within a month (instead of the statutory three months).



Job Shares

15. **2017 – 2019:** We did not advertise every post as having the potential to be part-time. However, we seriously scrutinised vacant posts to see if we could challenge the perception that they needed to be full-time.
16. **2020:** As a result of this two 'Band E' senior management posts, which were vacated as full-time posts, were advertised on the basis that part-time hours might be considered. Both these posts were filled by female staff who now work part-time hours.

Aug 2021: "When the predecessor left the role of LEADER manager, instead of replacing the position like for like, we saw an opportunity to split the role into two part-time posts. This was a conscious decision at the time, to try and address the issue of having so few females in senior management posts, and in recognition that women are more likely to apply for part-time roles." **Head of Organisational Development**

Aug 2021: "From my perspective there were not many, and probably still are not many jobs that I would want to do that fit into the time frame that I have as a parent; and being someone who still wants to pursue a career whilst my children are in primary school. So,

to find an organisation that was looking for a two day a week post and was flexible enough to spread it over three days was very positive.” **Staff member**

Flexible Working Requests

17. In addition to the above job share, we also had a case where an officer submitted a flexible working request to reduce their hours by half. This was agreed and a job share was developed with the remaining half of hours, which was successfully filled.
18. **Target:** As such we achieved 2.6% job shares over the reporting period, exceeding our target of 1%.

Oct 2021: “I started a new full-time post during lockdown, which seemed to be manageable with my work/family life balance as my children were growing up. But as restrictions started to ease, and school, college and other work placement activities resuming, it soon became difficult to manage all the transporting and learning support required for my children while at the same time, working my full-time hours. My request for working part-time and reducing my hours has relieved the pressure on my working day, freeing up time for learning and caring responsibilities.” – **Capercaillie Project Officer**

Shadows Areas

19. Below we address the actions which have not been started or rolled over for Outcome 1 (2017 – 2020).

Action 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.’

20. **Constraints:** Work on the mentorship programme has not been started due to a number of constraining factors: We have very few women in senior positions to take on the role of mentors and recognised that this would put a disproportionate strain on senior female staff.
21. **Rolled Over:** We found there is a wider need to support additional protected groups into our employment population and have rolled over the mentoring programme to action 3, Outcome 1 (2021 – 2024).

Action 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'

22. **Constraints:** To date, budgetary constraints have meant that we have not yet been able to take this forward.
- a. **Response to COVID-19 Pandemic:** The pandemic and lockdown restrictions also greatly reduced opportunities for face-to-face events. We thusly refocused our efforts to support single parents and carers with adjusting to homeworking environments, such as setting up a home-schooling parents support group ([view chapter 3, 'During the COVID-19 pandemic'](#)).
23. **Going Forward:** We recognise that a significant portion of our staff have dependents and caring responsibilities. As part of action 1, Outcome 1 (2021 – 24), we will work towards highlighting support for home working in recruitment advertising and providing information on childcare provision and accommodation in application packs.

Section 2: Our Staff

24. **Staff Equality Monitoring Survey:** The Authority conducts this annually, inviting staff to complete a questionnaire that identifies themselves against the protected characteristics ([view Appendix 1 for survey questions and categories](#)). This survey is conducted anonymously. Until 2017, staff and Board members were included in the same survey and results reported as a collective. However, in 2017 we split the survey in two, one for staff and one for Board, as we felt this would provide more meaningful data to inform the Board Diversity and Succession Plan ([view 'section 3: Our Board'](#)).
25. **HR Database Update:** The employee data presented in this section helps us to review our progress made over the reporting period 2017 to 2020. However, we recognise the constraints of using an anonymous, voluntary survey as our primary data collection method for equality monitoring.
26. Currently a full and detailed equality 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 disclose this data due to its limited size, and thusly the potential to identify individuals.

27. The Human Resources department is in the process of upgrading the HR database and are hopeful that the upgrades present opportunities for staff to self-populate their equalities details in a way that is known only to the HR team. This will help with accurate occupational segregation reporting, as well as providing more accurate and up to date information that facilitate suitable interventions for support. This has been formalised as part of action 2, Outcome 1 (2021 – 2024).

Employee data

28. Below we present the highlights of our employee data (2017 – 2021) from the annual equality monitoring survey ([view Appendix 2 for the full dataset](#)).

29. **Total Staff:** Staff numbers have increased from 66 employees in 2017 to 77 employees in 2021.

Table 3: Total staff numbers, 2017 – 2021

Year	2017	2018	2019	2020	2021
Staff no.	66	72	78	75	77

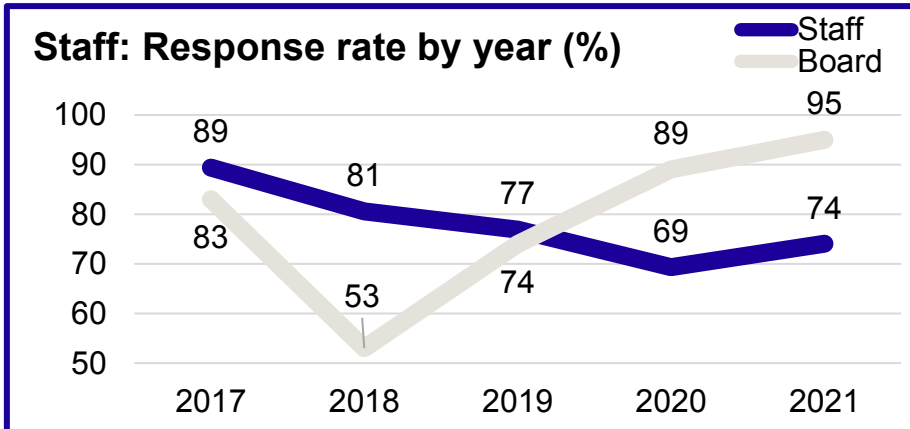
30. **Response Rate:** In 2020, 69% of staff responded to the survey (52 out of 77), and in 2021, the response rate was 74% (i.e. 57 out of 77 staff responded) for staff. These high levels of response rates indicate good engagement with Equalities reporting.

Table 4: Staff response rate in percentage, 2017 – 2021

	2017	2018	2019	2020	2021
Response rate (%)	89	81	77	69	74

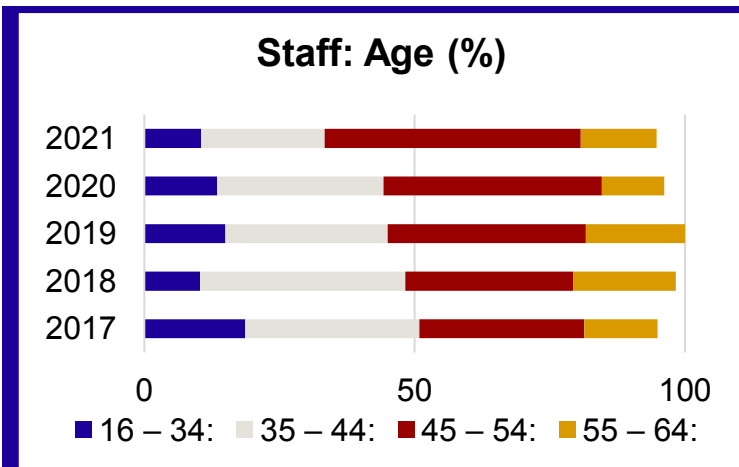
31. While staff response rates seem to level out at around 70%, Board response rates have been steadily increasing. The graph below demonstrates this comparison:

Graph 2: Response rates for staff and Board in percentage, 2017 – 2021



By Age

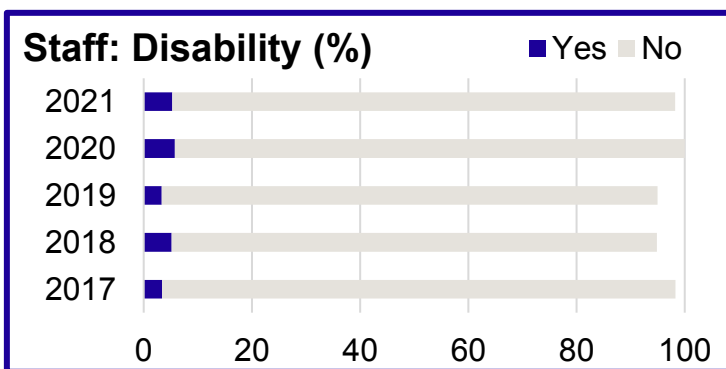
- 32. In 2021, the majority (47%) of our staff are in the age bracket ‘45 – 54’; 23% are in between ‘35 – 44’, and 10% are ‘16 – 34’. The youth employment strategy has helped to keep steady numbers of young employees over the four-year reporting period ([view chapter 3, ‘Youth Employment Strategy’](#)).
- 33. To continue this trend, we will intend to allocate one FTE (full-time post) in our staff structure to a modern apprenticeship post and we have signed up to the Young Person’s Guarantee, through which we will provide further employment, educational and mentoring opportunities for young people. These actions are reflected in action 1, Outcome 1 (2021 – 2024).



Graph 3: Staff by age in percentage, 2017 – 2021

By Disability

- 34. Over the reporting period, less than 10% of staff indicated that they have a disability, with numbers keeping steady over the reporting period. In 2021, 94% of staff indicated not having a disability. Over the past five years, types of disabilities have included ‘learning disability or difficulty’, ‘mental health condition’, ‘physical impairments’ and ‘other’.
- 35. Actions going forward include reviewing recruitment advertising routes with a view to seeking a wider level of applications from those with a disability. This is reflected in action 1, Outcome 1 (2021 – 2024).



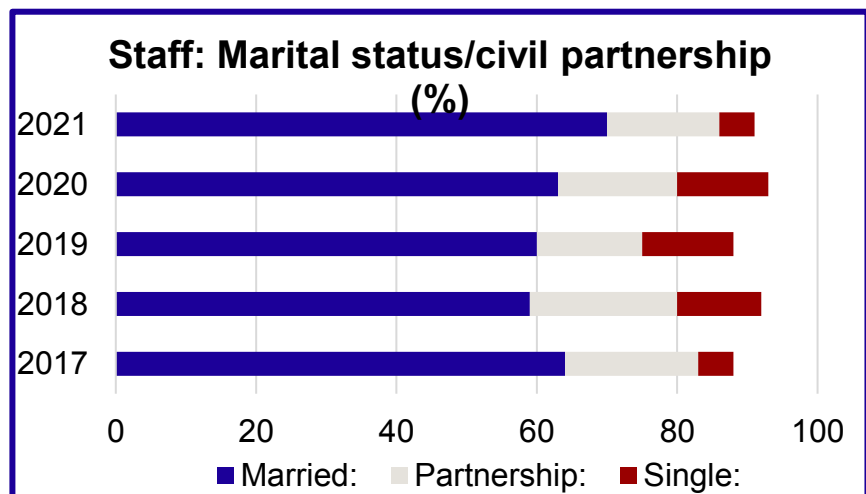
Graph 4: Staff by disability in percentage, 2017 – 2021

By Gender Reassignment

- 36. There are no members of the staff identifying as transgender from 2017 to 2021.

By Marriage/Civil Partnership

- 37. In 2021, over 60% of staff reported they were married, around 16% were in partnerships and a consistent minority of staff identified as ‘single’. These numbers remained steady over the reporting period. Additional categories selected over the whole reporting period



Graph 5: Staff by marital status/civil partnership in percentage, 2017 – 2021

(numbers too low to disclose) include ‘separated’, ‘divorced’, ‘ex civil partner’ and ‘widowed’.

Table 5: Parental leave, 2017 – 2020

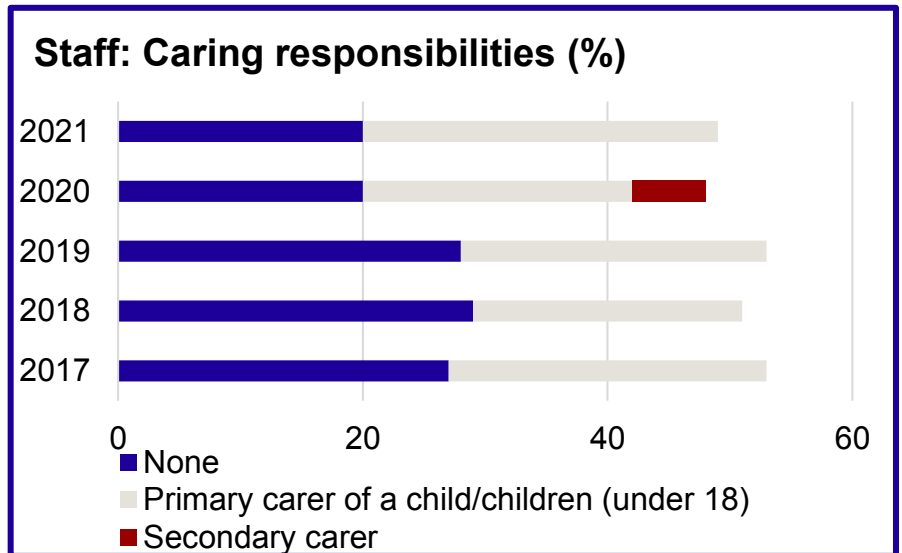
Parental leave	2017 – 2020
Maternity leave	4
Paternity leave	5
Shared Parental leave	0

By Pregnancy/Maternity

- 38. **Parental leave:** From 2017 to 2020 we had a total of nine staff go on parental leave, (maternity and paternity) and no applicants for shared parental leave.
 - a. **Maternity leave:** CNPA operates enhanced maternity pay, with staff receiving full pay for the first six months of maternity leave.
 - b. **Paternity Leave:** The paternity allowance was increased from two weeks to three weeks as per the 2018/19 pay remit.
 - c. **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.

39. **Caring Responsibilities:**

Over the reporting period, at least 20% of staff reported as having ‘no’ caring responsibilities and over 20% of staff selected ‘primary carer of a child/children’. Other categories selected over the reporting period include ‘primary carer of a disabled adult’, or

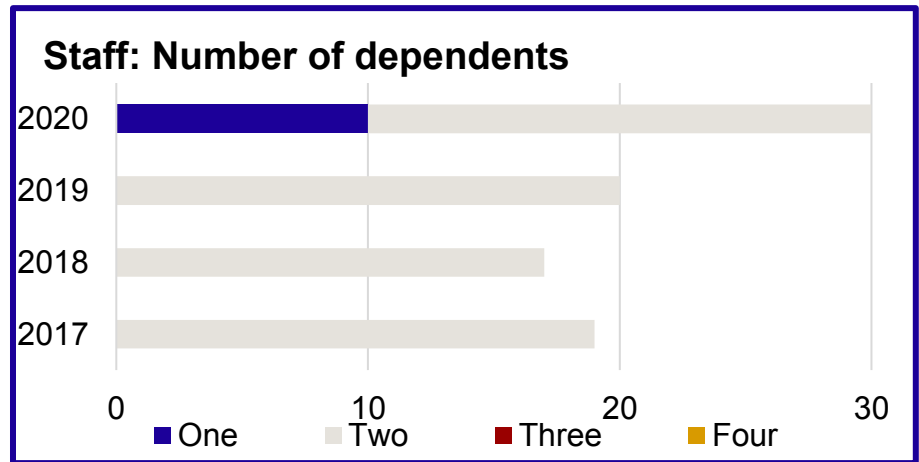


Graph 6: Staff by caring responsibilities in percentage, 2017 – 2021

‘primary carer of an older person’, ‘primary carer of a disabled child/children’ and ‘secondary carers’. As the total answers for this question exceeds the number of

survey responses, this suggests that respondents selected more than one category, meaning that individuals have multiple caring responsibilities.

a. **Dependents:** In the period 2017 to 2020, we have consistently employed staff with at least one dependent. In 2020, 10 employees indicated one dependent, 20 employees indicated two dependents and while numbers are too low to disclose, we also had staff who selected having ‘three dependents’.



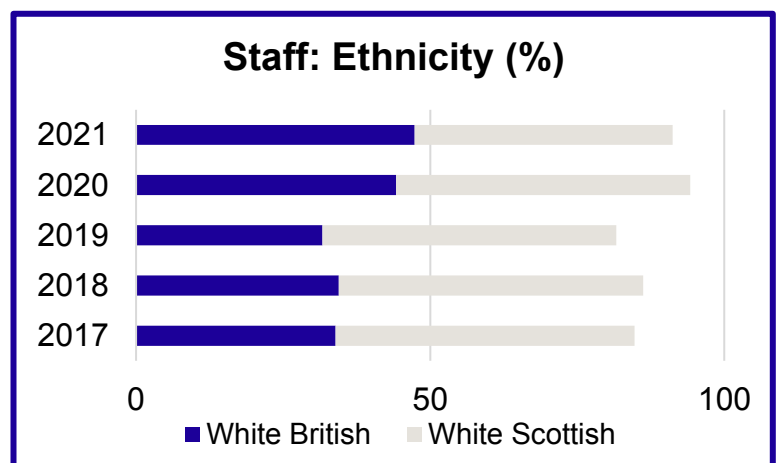
Graph 7: Staff by dependents in percentage, 2017 – 2020

40. We recognise that employees with caring responsibilities make up a large portion of the staff population. We will continue to support staff with dependents through our corporate policies including flexible working and we encourage staff to discuss appropriate support with their line manager depending on individual circumstances.

By Race (Ethnicity and Nationality)

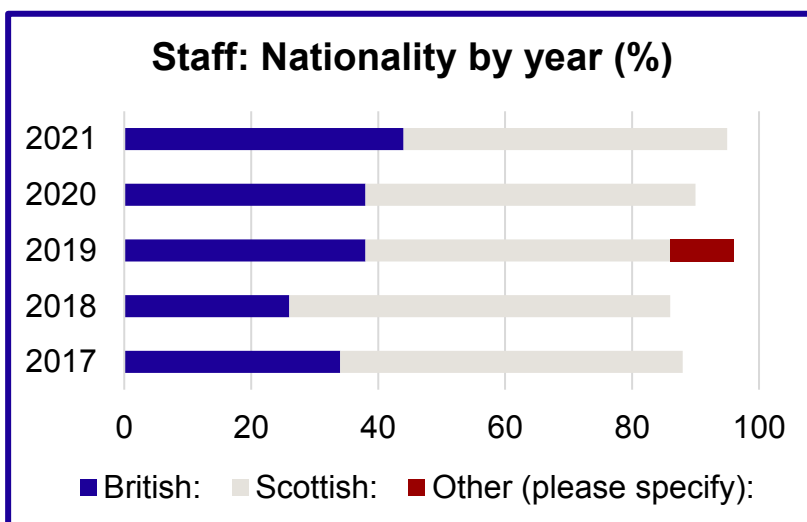
41. Our equality monitoring form captures both ethnicity and nationality.

42. **Ethnicity:** In 2021, 47% of staff identified as ‘White British’ and 44% identify as ‘White Scottish’. Over the reporting period, these numbers have remained steady, with a slight increase to the ‘White British’ category. Other ethnicities that have been selected are ‘White English’, ‘White Northern Irish’, ‘White Polish’ and ‘White Welsh’, and ‘Any Other White Background’.



Graph 8: Staff by ethnicity in percentage, 2017 – 2021

43. Nationality: During the reporting period, most staff selected the categories of ‘Scottish’ (51% in 2021) and ‘British’ (44% in 2021). Additional nationalities selected over the reporting period included ‘English’, ‘Northern Irish’, ‘Welsh’ and ‘Other’.

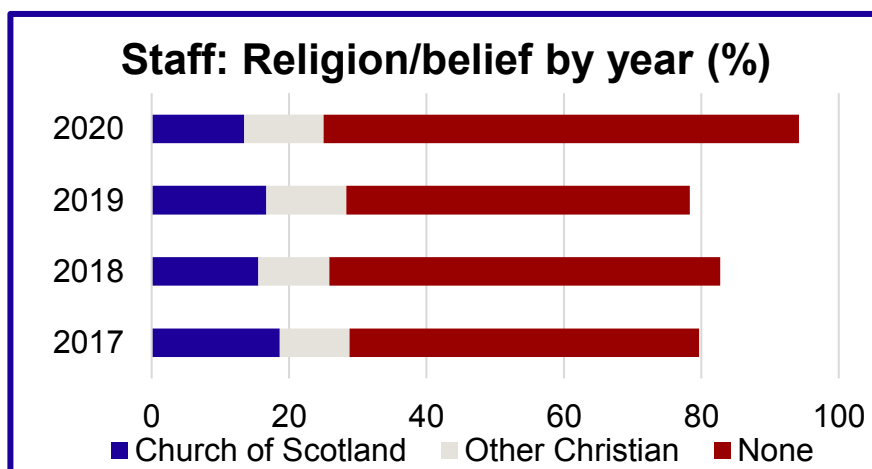


Graph 9: Staff by nationality in percentage, 2017 – 2021

44. Actions going forward include reviewing recruitment advertising routes with a view to seeking a greater number of applicants with ethnic minority (BME) backgrounds. This is reflected in action 1, Outcome 1 (2021 – 2024).

By Religion/Belief

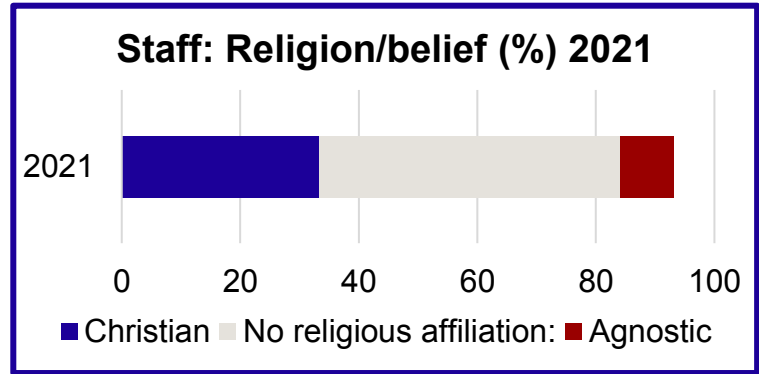
45. From 2017 to 2020, most members of staff identified their religion or belief as ‘none’ (between 50% and 69%), with significant numbers identifying with ‘Church of Scotland’ (between 13% and 19%) and ‘other Christian’ (between 10% and 12%). Other categories selected over the reporting period included ‘Buddhist’, ‘Pagan’, ‘Roman Catholic’ and ‘Other’.



Graph 10: Staff by religion/belief in percentage, 2017 – 2020

46. **In 2021:** we updated the equality monitoring categories to better reflect subcategories of ‘not having a religion/belief’ and added categories to increase representation. Currently, 51% of our staff identify as having ‘no religion’, 33% as ‘Christian’ and 9% as ‘Atheists’. Other categories selected included ‘Baha’i’, ‘Humanist and ‘Other’.

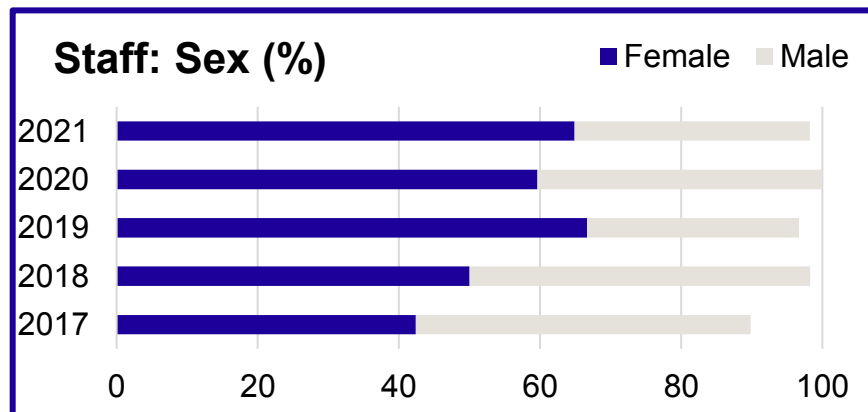
47. Actions going forward include ensuring our predominantly nonreligious staff group respect the religious practices and beliefs of all religious practitioners. We are currently looking into staff training solutions for unconscious bias and allyship training. This is reflected in action 3, Outcome 1 (2021 – 2024)



Graph 11: Staff by religion/belief in percentage, 2021

By Sex

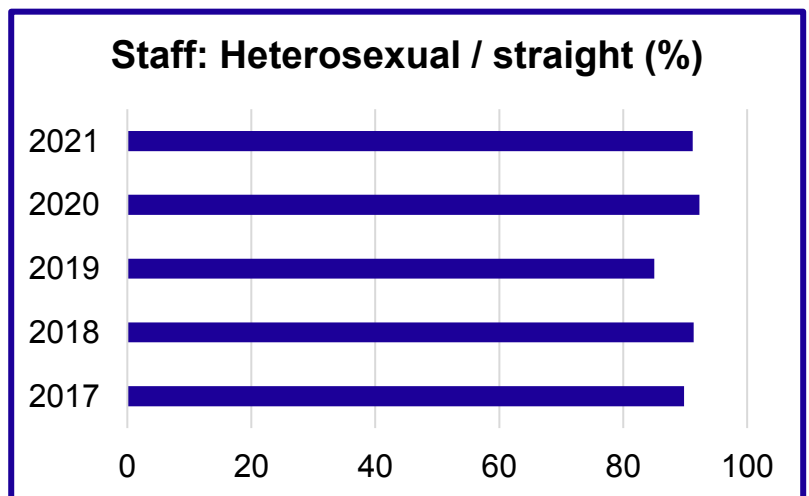
48. The proportion of female staff has increased from 42% at the start of this reporting period to 65% in 2021, with male employees comprising 47% of staff in 2017 and 33% in 2021. The equal pay audit (1 April 2021) mirrors this as it identified that our organisation comprised 60% female and 40% male staff. Highlights of the gender pay gap are reviewed at the end of this section.



Graph 12: Staff by sex in percentage, 2017 – 2021

By Sexual Orientation

49. In 2021, 91% of staff identify as heterosexual, varying between 85% and 92% over the reporting period. We had consistent numbers of staff in the categories of 'bisexual', 'gay woman', and 'other' from 2017 to 2020, though numbers are too low to disclose.



Graph 13: Staff by heterosexual/straight in percentage, 2017 – 2021

50. In 2021, we updated our equality monitoring survey to include

additional categories and replace the 'other' category with 'I prefer term not listed'. While numbers are too low to disclose, in 2021 employees also selected the options 'bi, pan or polysexual' and 'gay, lesbian or homosexual'. Nondisclosure remained at the same level as in previous years, however no employee listed themselves as the option 'I prefer a term not listed'. This suggests that the updated categories better capture the sexual orientation characteristic and has improved disclosure.

a. Our equality monitoring survey captures attitudes to disclosure of sexual orientation in the workplace. From 2019 onwards, our data shows that some colleagues are not comfortable fully disclosing their sexual orientation with colleagues, their line manager and at work in general. This data is not included in the report due to the low numbers. However, we recognise this as significant feedback and we will address this through specific actions, such as creating peer LGBTQ+ networks and adopting recommendations from the Equality Network's 'Further Out: Scottish LGBT Rural Equality' report ([view LGBT Rural Equality Report](#)). This is reflected in action 3, Outcome 1 (2021 – 2024).

51. The information gathered from our equality monitoring surveys is evidence to support the rationale for setting the actions for Outcome 1 (2021 – 2024): 'Our workforce will become more diverse. We will have more women in senior positions in the organisation, and will have an increased number of minority staff working for us (specifically with relation to sexual orientation, disability and ethnicity).'

Recruitment

52. **Process and Panels:** 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 three or more individuals to maximise fairness and transparency. They also typically comprise a gender mix, and our recruitment policy has recently been revised to make this explicit.

53. **Disability Confident:** CNPA subscribes to the 'disability confident' scheme. Job applications from any candidate who indicates that they have a disability will be automatically shortlisted if they demonstrate that they meet all the essential shortlisting criteria, even if they don't strongly meet these criteria. We use the Disability Confident logo in advertising post and ensure that the applicants and existing staff are supported with any reasonable adjustments they require.
54. **Priority to Internal Candidates:** 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.
55. **Equality Monitoring in Recruitment:** In terms of Equality monitoring for recruitment, data is confidentially gathered and held on all external job applicants and reported every two years to our Board through the staffing and recruitment committee. The data we hold for 2019 and 2020 is below detailed ([view Appendix 3 for full dataset](#)).



Recruitment Data

56. **Total Posts Recruited and Appointed:** In 2019 a total of 15 posts were recruited; eight posts went to internal recruitment, three were filled and the remaining 12 posts went to external recruitment. One post was not filled, and another went forward to 2020, meaning a total of 13 posts were filled.
57. In 2020 a total of 21 posts were recruited; six posts went to internal recruitment, four were filled and the remaining 17 posts went to external recruitment. One post was left unfilled, meaning a total of 20 posts were filled.

Table 6: Internal and external posts and appointments, 2019 and 2020

Year	2019	2020
Total posts	15	21
Internal posts	8	6
Internal appointments	3	4
External posts	12	17

External appointments	10	16
Total appointments	13	20

58. **Total Applicants and Appointments:** In 2019 we had 11 internal applicants with three appointments, and 112 external applicants with 10 appointments. In 2020 we had 13 internal applicants with four appointments, and 477 external applicants with 17 appointments.

Table 7: Internal and external applicants and appointments, 2019 and 2020

	Applicants		Appointments	
Year	2019	2020	2019	2020
Internal	11	13	3	4
External	112	477	10	17

Internal Applicant and Appointment Data

59. Due to low numbers, we cannot disclose all internal applicant data, we have however disaggregated internal applicants and appointments by sex below.

60. **By Sex:** In 2019, there were 11 internal applicants with three internal appointments. Of the 11 applicants, seven were female.

a. In 2020, there were 13 internal applicants with four internal appointments. Of the 13 applicants, eight were male, and of the four internal appointments we saw a 50:50 male to female split.

Table 8: Applicants and appointments by sex, 2019 and 2020

	Applicants		Appointments	
Year	2019	2020	2019	2020
Female	7	*	*	*
Male	*	8	*	*
Total	11	13	3	4

External Applicant Data

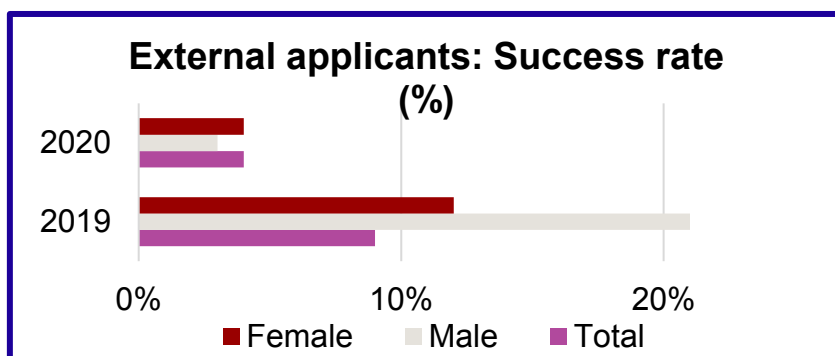
61. **Success Rate:** We calculate success rate by dividing the number of appointments by the number of applicants. In the table below it is evident that in 2019 the success rate for male external applicants was significantly higher at 21% compared to female

external applicants 12%. Whereas the success rate in 2020 has levelled out to around the same rate; male applicants at 3% and female applicants at 4%.

Table 9: Success rate for external applicants, 2019 and 2020

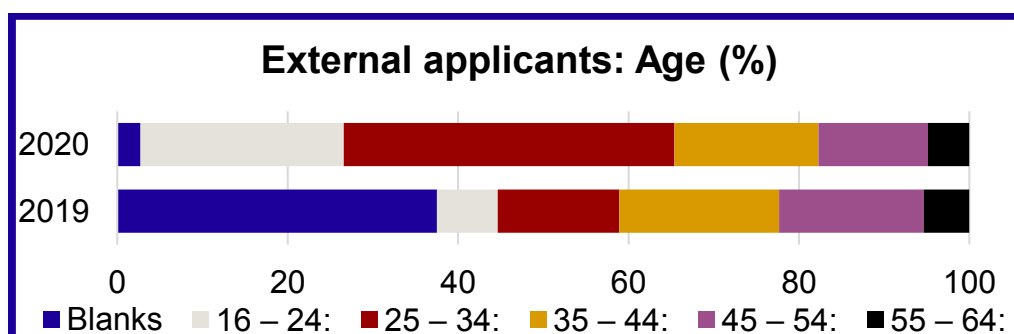
Success Rate	2019	2020
Male applicants	21%	3%
Female applicants	12%	4%
Total	9%	4%

Graph 14: Success rate for external applicants in percentage, 2019 and 2020



By Age

62. From 2019 to 2020, there was a significant rise in external applicants from the age bracket '16 – 34', making up 21% in 2019 and rising to 63% in 2020. The age groups '35 – 44' and '45 – 54' remain proportionately similar and disclosure has also increased significantly.



Graph 15: External applicants by age in percentage, 2019 and 2020

By Disability

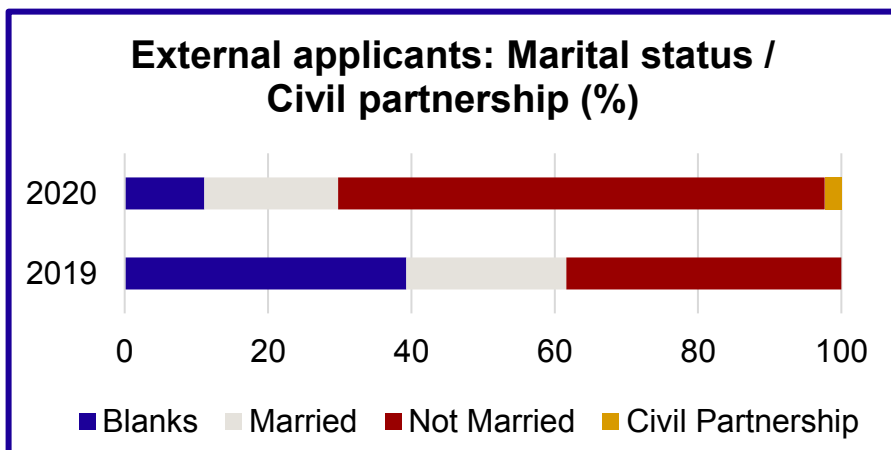
63. In 2019, numbers for disabled external applicants were too low to disclose and rose to 5% in 2020.

By Gender Reassignment

64. There were no transgender applicants for either year.

By Marriage/Civil Partnership

65. The proportions of ‘married’ external applicants remained steady from 22% in 2019 to 19% in 2020. However, unmarried external applicants have seen a significant increase from 38% in 2019 to 68% in 2020, while civil partnerships have seen a minor increase from no applicants in 2019 to 2% of external applicants in 2020.



Graph 16: External applicants by marital status/civil partnership in percentage, 2019 and 2020

By Race (Ethnicity and Nationality)

66. The majority of external applicants remain in the ‘White Scottish’ and ‘White English’ categories; rising from 31% in 2019 to 55% in 2020, and 14% in 2019 to 23% in 2020 respectively; with a minor decrease in applicants identifying as ‘Other British’ from 10% to 6%. There was a significant increase of external applicants identifying as ‘mixed or multiple’ to 9% in 2020 and while numbers are too low to disclose, we also saw external applicants identifying as ‘White Northern Irish’, ‘White Welsh’, ‘Irish’, ‘Other White’, ‘African’ and ‘Other’. Note, the table below only shows selected categories.

Table 10: External applicants by race in count and percentage, 2019 and 2020

Ethnicity	2019	2019 (%)	2020	2020 (%)
Blanks/Choose not to disclose	44	45	8	2
White Scottish	30	31	251	55
White English	14	14	107	23
White N Irish	*	*	6	1

White Welsh	*	*	6	1
Other British	10	10	29	6
Irish	*	*	6	1
Other White	*	*	*	*
Mixed or multiple	*	*	43	9
African	*	*	*	*
Other	*	*	*	*
Total	98	100	456	100

By Religion/Belief

67. Most external applicants identify as having 'no' religion/belief, increasing from 43% in 2019 to 71% in 2020. The Christian denominations of 'Church of Scotland' and 'Roman Catholic' both saw slight decreases from 2019 to 2020, from 7% and 8% down to 2% and 3% respectively. We had consistent, but low number of applicants from 'Church of England', 'Muslim', and 'Other Christian' religions/beliefs. While numbers are too low to disclose, we had external applicants identifying as 'Buddhist', 'Hindu' and 'Other'. The table only shows selected categories.

Table 11: External Applicants by religion/belief in count and percentage, 2019 and 2020

Religion/Belief	2019	2019 (%)	2020	2020 (%)
Blanks/Choose not to disclose	44	43	70	15
Buddhist	0	0	*	*
Christian Protestant	/	/	32	7
Church of England	*	*	*	*
Church of Scotland	8	8	10	2
Hindu	0	0	*	*
Muslim	*	*	*	*
None	44	43	328	71
Other	0	0	9	2
Other Christian	*	*	*	*
Roman Catholic	7	7	14	3
Total applicants	103	100	463	100

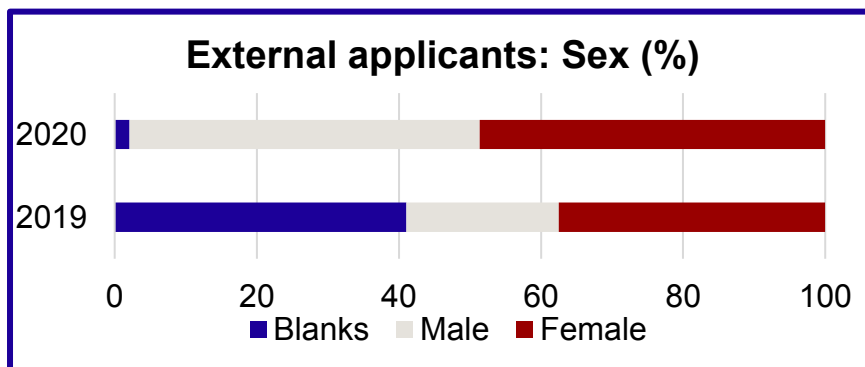
By Sex

68. In 2019 of 112 total external applicants 24 identified as male (21%) and 42 as female (38%); with 41% not disclosing. The total number of external applicants rose to 477 in 2021, with 232 identifying as male (49%) and 235 as female (49%); with now only 2% nondisclosure.

Table 12: External applicants by sex in count and percentage, 2019 and 2020

External applicants	2019	2019 (%)	2020	2020 (%)
Blanks:	46	41%	10	2%
Male:	24	21%	232	49%
Female:	42	38%	235	49%
Total:	112	100%	477	100%

a. **External Appointments:** In 2019 there was a 50/50 split of male to female external appointees and in 2020 this trend continued eight identified as male (47%) and nine as female (53%).



Graph 17: External Applicants by sex in percentage, 2019 and 2020

By Sexual Orientation

69. The majority of external applicants identified as ‘heterosexual’, rising from 55% in 2019 to 79% in 2020. In 2019, the number of external applicants identifying as ‘bisexual’ and ‘gay/lesbian’ was too low to disclose, rising to a total of 6% in 2020. While numbers are still too low to disclose, in 2020 we also saw a small number of external applicants that identified as ‘other’.

In Summary

70. Our recruitment data shows that in 2020 we have attained an equal distribution of internal and external appointments between the sexes.
71. While our internal applicant data is low and therefore limited for analysis, we can draw a few conclusions from our external applicant data. We have had increases in the number of external applicants that identify as young, disabled, unmarried or in a civil partnership, as well as from white Scottish, white British and 'mixed or multiple' ethnicities. We have also seen an increase of external applicants identifying as having 'no' religion and decreases in some Christian denominations. The external applicant pool went from a majority of female applicants to a 50/50 gender split; this is also reflected in external appointments. Finally, most applicants identify as 'heterosexual' with small increases in LGBTQ+ representation.
72. Clearly there is work to be done to attract more applicants from the BME and LGBTQ+ communities, as well as disabled applicants. This is reflected in action 1, Outcome 1 (2021 – 2024).

Staff Development and Training

73. **Budget and Training Needs:** 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.
74. **HR Database:** Currently our HR database records training undertaken by all staff using the names of employees. However, as our current HR database captures some, but not all the protected characteristics, we can only report limited data below. We have formalised steps that we will take to explore the functionality of our new HR database to expand our equality monitoring data in action 2, Outcome 1 (2021 – 2024).

Training Data

75. The data below represents employees that undertook at least one training course. In 2019 this represents 72%, and in 2021 this represents 76%, of the total number of staff employed in that year. We have presented data below by age, sex, job grade and directorate.

By Age

76. From 2019 to 2020, the proportions of staff undertaking training has remained steady over almost all age groups. Training uptake for the '35 to 44' age group decreased by 5%, and for the '45 to 54' age group this increased from 31% in 2019 to 29% in 2020.

Table 13: Training by age in count and percentage, 2019 and 2020

Age	2019	2019 (%)	2020	2020 (%)
16 – 24:	*	*	*	*
25 – 34:	7	11	8	12
35 – 44:	19	30	17	25
45 – 54:	20	31	27	39
55 – 64:	15	23	14	20
65+:	*	*	*	*
Total	64	100	69	100

By Sex

77. From 2019 to 2020, training uptake remained steady for both male (around 40%) and female staff (around 60%).

Table 14: Training by sex in count and percentage, 2019 and 2020

Sex	2019	2019 (%)	2020	2020 (%)
Male	27	42	28	41
Female	37	58	41	59
Total	64	100	69	100

By Job Grade

78. From 2019 to 2020, training uptake remained steady in most job grades. Due to the small number of staff in each band, the increases and decreases in staff training have little significance and does not allow for a detailed analysis.

Table 15: Training by job grade in count and percentage, 2019 and 2020

Job grade	2019	2020
Band A	2 staff (17% of staff in grade)	2 staff (33% of staff in grade)
Band A1	No staff in grade	No staff in grade
Band B	5 staff (83% of staff in grade)	5 staff (71% of staff in grade)
Band B1	2 staff (100% of staff in grade)	9 staff (90% of staff in grade)
Band C	6 staff (60% of staff in grade)	7 staff (70% of staff in grade)
Band C1	2 staff (100% of staff in grade)	2 staff (100% of staff in grade)
Band D	27 staff (68% staff in grade)	27 staff (77% staff in grade)
Band E	10 staff (91% of staff in grade)	9 staff (90% of staff in grade)
Band F	6 staff (86% of staff in grade)	6 staff (86% of staff in grade)
Band G	3 staff (100% of staff in grade)	2 staff (67% of staff in grade)
CEO	1 staff (100% of staff in grade)	0 staff (0% of staff in grade)

By Directorate

79. From 2019 to 2020, training uptake remained steady for staff from all directorates.

Table 16: Training by directorate in count and percentage, 2019 and 2020

Job grade	2019	2019 (%)	2020	2020 (%)
Corporate Services	21	33	19	28
Planning and Rural Development	14	22	15	22
Communications and Engagement	4	6	6	9
Conservation and Visitor Experience	24	38	29	42
Total	63	98	69	100

In Conclusion

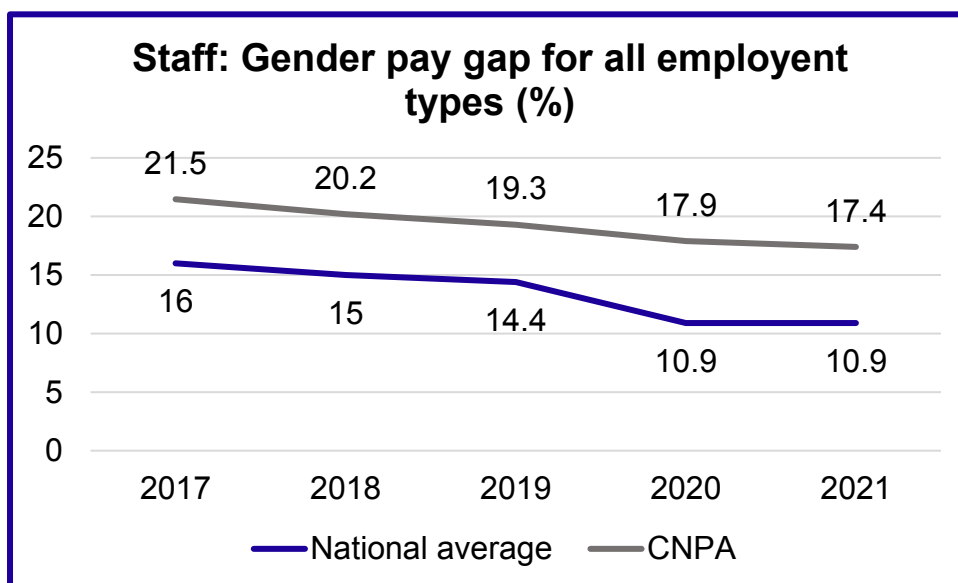
80. We are currently working on interrogating this data in a more meaningful way to identify patterns, learn about our staff profiles and journeys, and what this means for our staff and the organisation. The approach currently being taken with these

statistics is the standard we would like to achieve across all protected characteristics. This is reflected in action 2, Outcome 1 (2021 – 2024).

Gender Pay Gap

81. **Rewards:** 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 this 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. [View our equal pay policy statement in Appendix 6.](#)
82. **Progression:** CNPA jobs are thoroughly evaluated to determine which band they should be placed in. 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 reduced by the fact that job grades are assessed through an objective evaluation and salaries allocated according to the job content rather than the applicant. 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.
83. **Equal Pay Audit:** An equal pay audit is conducted annually, the most recent being calculated on the basis of a snapshot of staff data as at 1 April 2021. Highlights and shadow areas are presented below ([view Appendix 7 for full equal pay audit](#)).
84. **Highlights**
 - a. **Mean Gender Pay Gap:** For 2021 the gender pay gap was 17.44% (it was 17.92% in 2020; 19.25% in 2019; 20.20% in 2018; and 21.47% in 2017). The gender pay gap has been decreasing each year for the last five years. Whilst the pay gap is still higher than the national average, the work to reduce the pay gap is clearly having an impact ([view Scottish national average data 2020](#)).

Graph 18: National average compared to CNPA staff gender pay gap for all employment types in percentage, 2017 – 2021



- b. **Median Gender Pay Gap:** The gender pay gap using the median methodology has reduced to 5.9% in 2021, which is a big improvement on the 2020 figure of 10%, the 2019 figure of 15.25%, and on the 2017 figure of 15.87%. This figure is also significantly lower than the 2020 Scottish median pay gap of 10.9%.
- c. **Part-Time:** The gender pay gap for part-time staff is -5.62%, which is a significant improvement on the 2020 figure of 20.23%.
- d. **Average Salary:** The female average salary is higher than the male in most grades (band C, D & F); and only lower than the male average in one grade (band E).
- e. **Band D:** the largest band, with 31 staff, comprising 22 female staff and nine male staff has a gender pay gap of -2.5%.
- f. **Band E:** The middle management grade E has a gender pay gap of 4.65%, with six female staff and five male staff in the band.
- g. **Bands A to C:** Of the lower graded bands A to C, there is a zero pay gap at bands B and B1, and a -12.31% pay gap at band C.

85. **Shadow Areas**

- a. **Full-Time:** The full-time gender pay gap is 20.14%.
- b. **Band G:** The highest paid grade (band G) comprises only male staff.

- c. **The Senior Management Team** (bands F, G and CEO) of 11 managers comprises only one female.
- d. **Management:** Of the 22 management posts (bands E to G + CEO), seven (32%) are female.

What Are We Doing About the Pay Gap?

86. **Shadow Areas**

- a. The relatively high gender pay gap, albeit improving on the 2017 figure.
- 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.

87. **Highlights**

- a. The higher number of female applicants and appointments.
- b. The increasing number of internal candidates for recruitment.
- c. The increasing numbers of female staff in the middle management band E level, and policy officer band D level.

88. **Context:** In terms of context, we should highlight that financial constraints on the organisation have resulted in only one appointment at the two most senior grades over the last two years. 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 predominantly by female managers which has exacerbated the gender pay gap comparison (it should be noted that there is no link between these resignations and the gender pay gap).

89. **Policies:** 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. In the last four years, we have developed more part-time or job share roles, and these specific cases in the last four years have involved only female appointments.

90. **Progress:** Several actions have been implemented to deliver Outcome 1 (2017 – 2020) aimed at ensuring a gender balance in senior management positions as outlined in ‘section 1’. The impact of our completed actions can partly explain why the gender pay gap is improving.

Occupational Segregation

91. We recognise that analysis of employment data helps us to better understand the intersections between the employment journey and protected characteristics. As staff numbers are small (84 at the time of reporting) we have decided to not disaggregate beyond job grade. The data for sex is taken from the equal pay audit ([view Appendix 7](#)) and data for disability and race are taken from our HR database.

By Disability

92. The numbers of staff identifying as having a disability is very small, which makes it difficult to produce meaningful analysis.

Table 17: Staff job grade by disability in count, 2020

Grade	Grade description	Disability Declared	No Disability or Not declared
A	Reception/Admin Assistant		*
A1	Reception/Admin Assistant (Enhanced)		
B	Admin/Finance Officer	*	*
B1	Seasonal Ranger	*	8
C	Technical/Senior Admin/Policy Officer		11
C1	Technical/Senior Admin/Policy Officer (Enhanced)		*
D	Policy Officer/Supervisor/First Level Management		31
E	Management/Technical Specialist		11
F	Manager of Managers/Heads of Service	*	6
G	Directors + CEO		*

By Race

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

Table 18: Staff job grade by race in count, 2020

Grade	Grade description	White British	White Scottish	White Other	Black/Asian	Other	Information not provided
A	Reception/Admin Assistant	*	*				*
A1	Reception/Admin Assistant (Enhanced)						
B	Admin/Finance Officer	*		*			*
B1	Seasonal Ranger	*	*	*			7
C	Technical/Snr Admin/Policy Officer	*	*	*			*
C1	Technical/Snr Admin/Policy Officer (Enhanced)		*				
D	Policy Officer/Supervisor/ First Level Management	9	10	*			11
E	Management/Technical Specialist	*	*	*			*
F	Manager of Managers/Heads of Service	*	*				*
G	Directors + CEO		*				

By Sex

94. Using the gender pay gap data, we identified that the gender split is 60% female and 40% male. There are some notable issues as highlighted in the gender pay gap analysis above; gender breakdown is more pronounced between the upper and lower

sections of the grading structure; the executive management team of four officers is entirely male; 29% of the total male staff in the organisation is in the senior management team compared to just 2% of total female staff represented in these grades; the lowest paid band A is entirely male with band; B being 100% female.

Table 19: Staff job grade by sex in count, 2021

Grade	Grade description	Female	Male
A	Reception/Admin Assistant	0	*
A1	Reception/Admin Assistant (Enhanced)	0	0
B	Admin/Finance Officer	6	
B1	Seasonal Ranger	*	*
C	Technical/Snr Admin/Policy Officer	10	*
C1	Technical/Snr Admin/Policy Officer (Enhanced)	0	*
D	Policy Officer/Supervisor/First Level Management	22	9
E	Management/Technical Specialist	6	*
F	Manager of Managers/Heads of Service	*	6
G	Directors + CEO	0	

Section 3: Our Board

95. Our Board is responsible for strategy of the organisation and ensuring high standards of governance, monitoring and overseeing delivery of objectives and compliance.
96. For more information on individual Board members, recruitment of the Board, committee structure, and the most recent round of appointments, [view chapter 2, 'CNPA Board'](#).
97. **Equality Monitoring Data:** Board members are invited to complete an anonymous equality monitoring survey on an annual basis; this is the same form that staff complete ([view Appendix 1 for Equality monitoring survey questions and categories](#)).

Board Data

98. Below we present the highlights of our Board data (2017 – 2021) from the annual equality monitoring survey ([view Appendix 5 for the full Board dataset](#)).

99. **Response Rate:** In 2021, 95% of Board members (18 out of 19) responded to the survey. This is following a steady increase from 2018. The high level of response rates indicates good engagement with protected characteristic reporting.

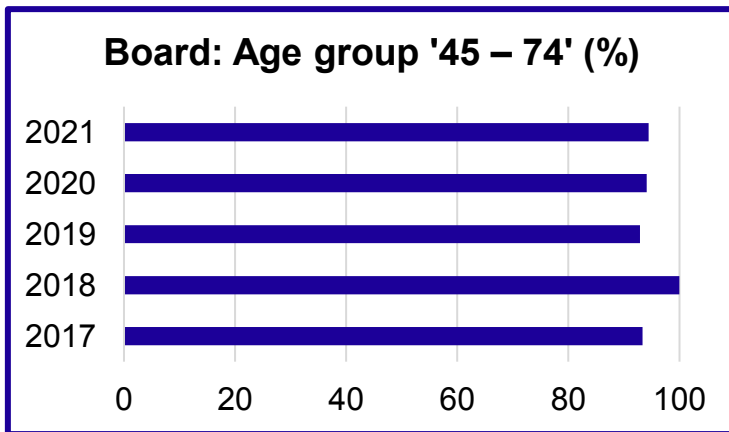
Table 20: Board response rate in percentage, 2017 – 2021

	2017	2018	2019	2020	2021
Response rate	83%	53%	74%	89%	95%

100. We have categorised Board data by protected characteristic; however due to low numbers we have had to limit data disclosure to ensure individuals cannot be identified.

By Age

101. From 2017 to 2021, most Board members (over 90%) have remained in the age bracket '45 to 74'. From 2019 onwards, the '55 to 64' age group make up over 55% of the Board.



Graph 19: Board by age group '45 – 74' in percentage, 2017 – 2021

By Disability

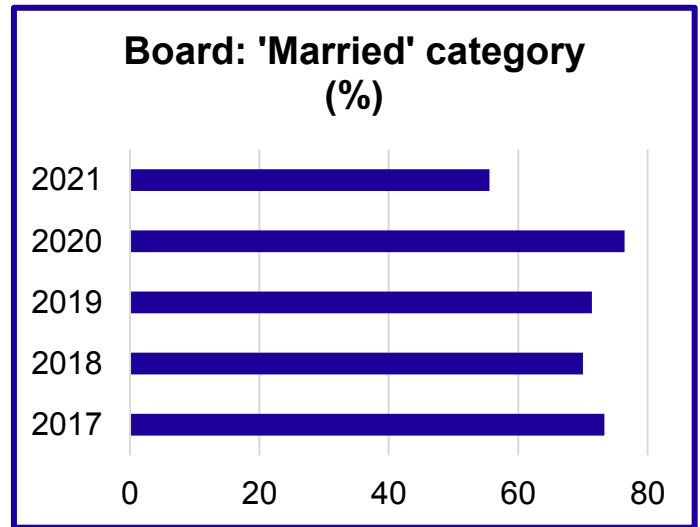
102. Over the reporting period we have seen low, but nevertheless consistent numbers of Board members with disability. Data not disclosed due to low numbers.

By Gender Reassignment

103. There are no members of the Board identifying as transgender from 2017 to 2021.

By Marriage/Civil Partnership

104. From 2017 to 2020, over 70% of Board members selected they were 'married'; this reduced to 56% in 2021. Over the reporting period, Board members also selected 'partnership', 'separated', 'divorced', and 'single'; numbers are too low to disclose.

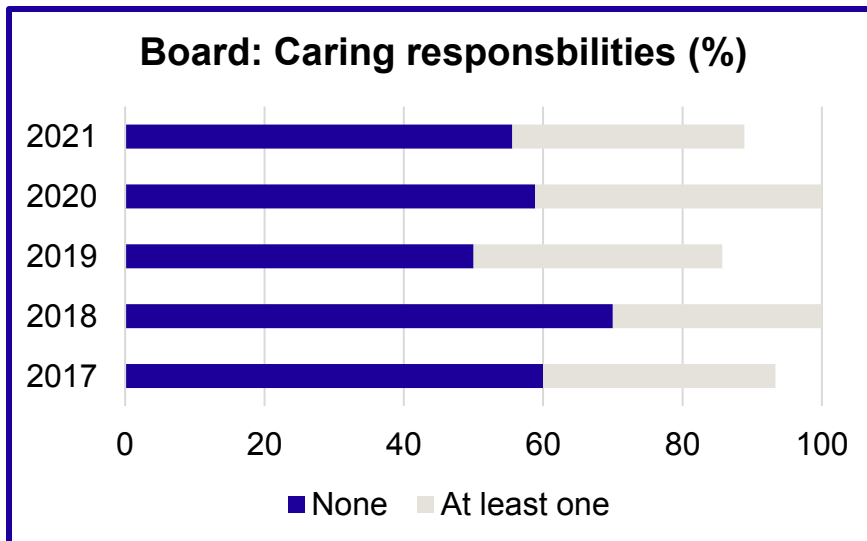


Graph 20: Board by 'marriage' category in percentage, 2017 – 2021

a. **Caring Responsibilities:** Through 2017 to 2021, most Board members disclosed having 'no' caring responsibilities; consistently between 50% and 70%. While numbers are too low to disclose, there is a consistent minority of Board members that do have caring responsibilities.

b. **Dependents:** Data is too low to disclose, but we note that there is a consistent number of Board members with at least one dependent.

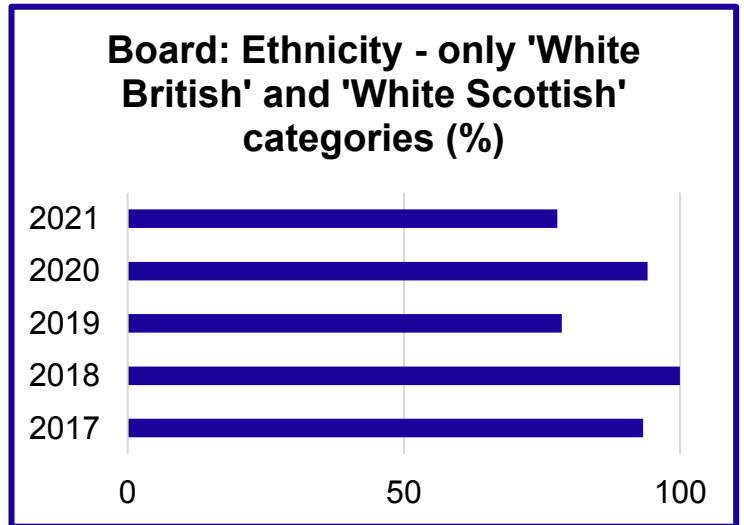
Graph 21: Board by caring responsibilities in percentage, 2017 – 2021



By Race (Ethnicity and Nationality)

105. Our equality monitoring form captures both ethnicity and nationality.

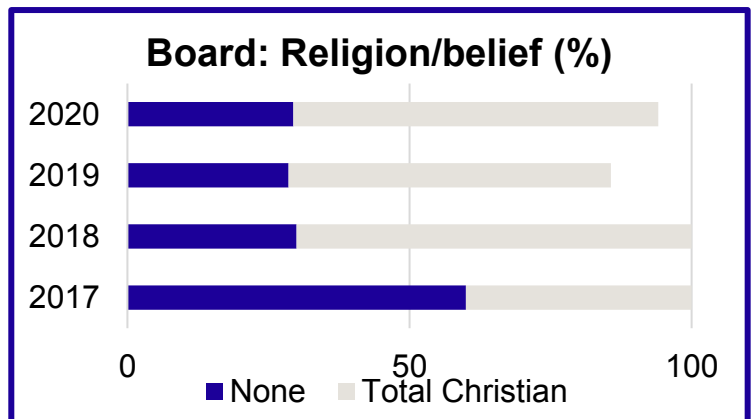
- a. **Ethnicity:** Numbers are too low to disclose. However, 'White British' and 'White Scottish' consistently make up between 78% and 100% of the Board.
- b. **Nationality:** From 2017 to 2021, the majority of our Board members have consistently identified as 'British' or 'Scottish'. Board members identifying as 'British' making up between 44% and 70% over the past five years.



Graph 22: Board by ethnicity – 'White British' and 'White Scottish' categories in percentage, 2017 – 2021

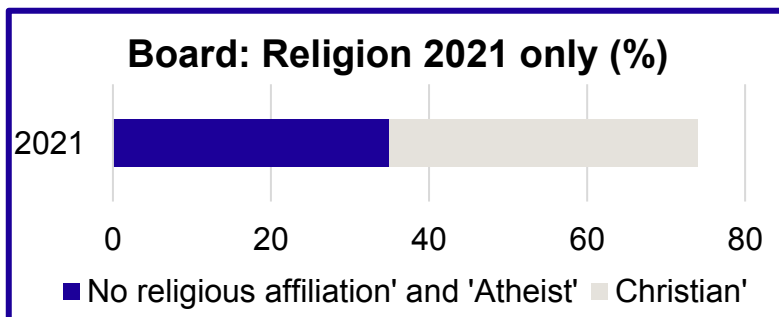
By Religion/Belief

- 106. From 2017 to 2020, between 40% and 70% of Board members identified with having a Christian faith ('Church of Scotland', 'Roman Catholic' and 'other Christian'), and apart from 2017 (60%), around 30% identified as having 'no' religion.
- 107. In 2021, we updated the monitoring categories, yet the proportions remained similar; 35% of the Board selected 'no religious affiliation' or 'atheist', while 39% of the Board selected 'Christian'.



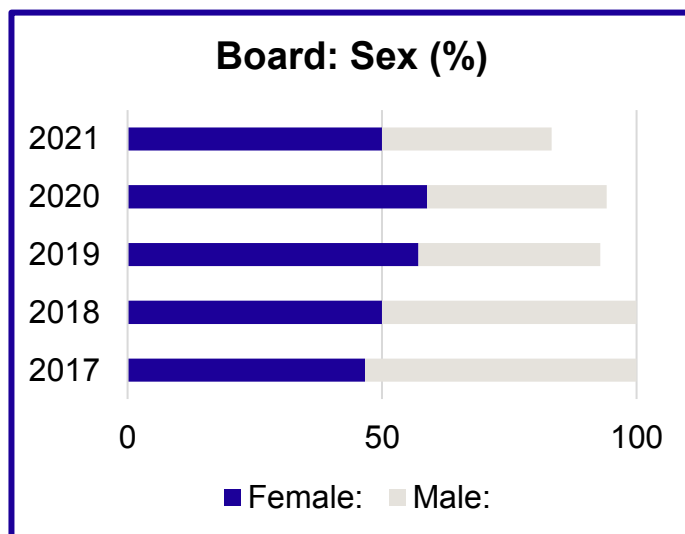
Graph 23: Board by religion/belief in percentage, 2017 – 2020

Graph 24: Board by religion/belief in percentage, 2021



By Sex

- 108. From 2017 to 2020, our Board identified as either ‘male’, decreasing from 53% to 35%, or ‘female’, increasing from 47% to 59%.
- 109. In 2021, we updated the monitoring categories. 50% identified as ‘female’ and 33% as ‘male’.
- 110. We must note that nondisclosure (blanks, prefer not to say and Board members not responding to the survey) will account for the disproportionate amount of female to male members. As outlined in the mainstreaming Equality chapter, the Board has achieved 50:50 male to female split ([view chapter 2, ‘CNPA Board’](#)).



Graph 25: Board by sex in percentage, 2017 – 2020

By Sexual Orientation

- 111. While numbers are too low to disclose, in 2017 and 2018 there were some minority LGBTQ+ individuals represented on the Board. Since 2019 until 2021, all Board members have identified as ‘heterosexual/straight’ or ‘heterosexual’ (2021 updated category).

Diversity and Succession Planning

Highlights 2020

- 112. The senior management team (bands F, G and CEO) of 11 managers comprises only one female
- 113. Of the 22 management posts (bands E to G + CEO), seven (32%) are female
- 114. 52%, nine out of 17, of our Board are female
- 115. 94% of respondents are aged 45 and above
- 116. 12% noted a disability
- 117. 72% are married
- 118. No Board members identified as LGBTQ+, as an ethnic minority or with a minority religion or belief

Activities

119. 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:
- a. We will support shadowing opportunities to support the development of people interested in a future Board role.
 - b. Continue to work with the Public Appointments Unit on developing future recruitment and selection campaigns.
 - c. Continue to highlight our ambitions for diversity on the Board to our local authorities when we have a cycle of new local authority nominations.
 - d. Develop relationships with equality groups to promote greater understanding of the Board and their role and increase diversity of candidates.
 - e. Continue to make use of technology (including social media) to appeal to and engage with diverse groups.
 - f. Encourage Board members with protected characteristics to volunteer as role models and take part in relevant communications.
 - g. Run targeted training events, including invitations to attend and participate in Board meetings, for people from underrepresented 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 which 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 and consider timings and frequency of Board meetings to minimise barriers to potential applicants.

Section 4: Equality Outcome 1 (2021 – 2024)

‘Our workforce will become more diverse. We will have more women in senior positions in the organisation and will have an increased number of minority staff working for us.’

Setting the Outcome

120. The outcome presented below has been restructured and updated with additional evidence and actions. We are not providing an update on progress made on Equality Outcomes (2021 – 2024) here; a separate report detailing our progress will be issued in April 2023.

121. While we have made great strides in addressing the gender pay gap and gender split; we recognise that there are protected groups still underrepresented in our organisation. We have expanded our outcome to diversify our workforce and focus on increasing the number of women in senior positions.

Action Plan

122. The action plan below displays the outcome lead, the evidence used to provide rationale for setting our new outcome and actions with associated planned steps, aims, target, protected groups and partners. [View Appendix 9 for action plan of all outcomes \(2021 – 2024\).](#)



Outcome 1: Our workforce will become more diverse

We will have more women in senior positions in the organisation and will have an increased number of minority staff working for us (specifically with relation to sexual orientation, disability, and ethnicity).

Led by: Kate Christie, Head of Organisational Development.

Evidence

- a. **Staff Equality Monitoring Data:** Our staff data indicates that our workforce is typically white, heterosexual, Scottish or British, with an average age of 45 to 54 years old (over

50%). Over 60% of staff are married and over 51% have some caring responsibilities. There is very low/no indication of ethnic or religious minorities, employees identify as LGBTQ+ and 94% of staff do not identify as having a disability.

- b. **Recruitment Statistics:** Recruitment data indicates an equal balance of female and male internal applicants, as well as appointments. The success rate of external applicants shows a similar result, 4% female applicants and 3% male applicants. Most applicants are under 34 years old, heterosexual, unmarried, white Scottish or British and do not identify as having a religion or belief. Few applicants come from mixed/multiple ethnicities, are disabled or identify as LGBTQ+.
- c. **Training Data:** Our staff development data shows that sex and age categories mirrors staff data, 84% of training is completed by 35- to 64-year-olds, and 59% by female staff.
- d. **A Fairer Scotland for Women (2019):** The Scottish government developed an action plan to continue “to reduce the gender pay gap for employees in Scotland (...) and tackle the labour market inequalities faced by women, particularly disabled women, older women, minority ethnic women, women from poorer socioeconomic backgrounds and women with caring responsibilities.” The report provides actions for areas such as leadership, employment, and employability ([view ‘A fairer Scotland for women: gender pay gap action plan’ report](#)).
- e. **Backbone Impact Report (2014 – 2020):** Backbone, our partner for the CNPA co-funded ‘Outdoor Festival for All’ and leading BAME outdoor environmental education organisation, has produced a report detailing the impact of their activities from 2014 to 2020 and provides key recommendations for sector organisations ([view Backbone impact report 2014 – 2020](#)).
- f. **Further Out: Scottish LGBT Rural Equality Report (Oct 2020):** The Equality Network published this report to promote understanding ‘the poor mental health of many in Scotland’s LGBT community’ and the ‘inequalities, prejudice, discrimination, abuse and isolation’ ([view Further Out: Scottish LGBT Rural Equality report](#)).

Action 1

Assessing the reach we have as an organisation in terms of recruitment, and taking practical steps to extend that reach, understand how we are perceived by certain equality groups as an employer, how we present ourselves externally and what people’s experience is of the recruitment process and beyond to development and progression

Planned Steps	<ul style="list-style-type: none"> a. Scrutinise job descriptions of vacant posts to ensure all the ‘Essential criteria’ are indeed essential. b. Ensure all posts are advertised with the potential of being part-time or job share. c. Recruitment advertising should highlight support for home working. d. Recruitment application packs should contain information about childcare and accommodation provision in the area. e. Recruitment advertising should be targeting minority equalities groups. f. Recruitment advertising should include testimonials from staff who represent minority groups. g. Survey staff recruited in the last two years to assess their views about the interview process in terms of inclusion. h. Work with Inclusion Scotland to support internships from the disabled community, i. Work with other equalities groups (e.g. Backbone) to develop support for internships from other minority groups. j. Support the work of Backbone on the Changing Landscapes – Actioning Change Symposium. k. Allocate 1x FTE in our staff structure to a modern apprenticeship position and sign up to the Young Person’s Guarantee (view Young Person’s Guarantee website).
Aim	People across all protected characteristics are confident applying to jobs with CNPA, want to work for the CNPA and see the CNPA as an inclusive employer.
Targets	<p>Increase in the number of applications (from the 2020 baseline) from: BME, LGTBQ+ and disabled applicants.</p> <p>Increase in the number of appointments across BME, LGTBQ+, disabled applicants.</p> <p>Increase in the number of female appointments at senior levels (baseline is 2% of senior management is female).</p>
Protected Groups	All, with specific focus on BME, LGTBQ+, disability, gender, transgender
Partners	HR team, Equality Advisory Panel

Action 2	We will encourage a higher staff uptake of reporting on Equalities data
Planned Steps	<p>a. Implement new HR software whereby equalities data can be self-updated.</p> <p>b. Ensure all staff feel that their working environment is a safe environment for disclosure.</p> <p>c. We will seek to engage with minority staff groups to identify barriers to disclosure, and how we might overcome those barriers.</p>
Aim	Staff representing minority groups will feel supported and listened to by the organisation. They will feel included and understood through increased representation in monitoring surveys. They will feel that they have the same opportunities as all staff.
Target	Disclosure from majority staff representing minority groups.
Protected Groups	All
Partners	HR team, Equality Advisory Panel

Action 3	We will seek to ensure that all our staff welcome diversity in the staff group
Planned Steps	<p>a. We will establish an internally focussed equalities strategy and will set up an internal equality advocacy group to support work to ensure equalities is embedded in all staff policies and procedures.</p> <p>b. We will incorporate equality and diversity metrics into performance reporting on an annual basis to ensure actions are driven by senior management.</p> <p>c. We will set up peer networks, e.g. for young people (18 – 30); women, carers, LGBTQ+ staff, etc., and where numbers are low, we will seek to align with such networks within similar partner organisations.</p> <p>d. We will establish a mentorship programme, which will support people seeking development within the organisation.</p> <p>e. We will proactively drive improved knowledge and understanding of equalities through progressive and engaged equalities training and allyship programmes.</p> <p>f. We will seek to adopt recommendations from the Further Out: Scottish LGBT Rural Equality report produced by the Equality Network (view Further Out: Scottish LGBT Rural Equality report).</p>

Aim	Staff are comfortable with a diverse workforce, champion diversity and challenge incidents that seek to undermine such diversity within the workforce.
Target	100% staff and Board trained in Equalities, unconscious bias and having appropriate conversations around diversity. 100% Management and Board trained in allyship.
Protected Groups	All
Partners	HR team, Equality Advisory Panel

Chapter 5: Visitors and Community

Introduction

1. As a national park authority, the Cairngorms National Park Authority (CNPA) have a responsibility to our visitors and resident communities to shape and promote a 'Park for All'. We aim to work with our partnerships to reduce barriers and provide inclusive access to nature through targeted nature-based events, providing accessible visitor information and improving sustainable and affordable transport infrastructure.
2. This chapter is split into two parts: the first reviews our progress of Equality Outcome 2 (2017 – 2020) and the second introduces our two new Equality outcomes; Outcomes 2 and 3 (2021 – 2024) with contributory action plans.

Section 1: Progress Review of Outcome 2 (2017 – 2020)

'More underrepresented equality groups will visit and experience the National Park.'

3. Below we explore our progress on delivering specific actions to meet our Equality Outcome 2: 'More underrepresented equality groups will visit and experience the National Park' (2017 – 2020).

Setting Outcome 2 (2017 – 2020)

4. The table below details the rationale for setting Outcome 2 (2017 – 2020), as well as the evidence to support it.

Issues/Opportunity for Promoting Equality	Evidence
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.	a. 11 million (17%) disabled people in Britain (Source: Prime Minister's Strategy Unit) yet Cairngorms National Park attracts only 9% disabled visitors (Source: Cairngorms National Park Visitor Survey 2020).
2. Cost of transportation is another barrier.	

	<p>b. Data is less reliable for black and ethnic minorities but indicates 2.4% of visitors compare with a national average of 4%.</p> <p>c. Information on social grade indicates that Cairngorms National Park attracts a lower percentage of lower socio economic grades (C2DE). 30% of visitors to Cairngorms National Park are from C2DE brackets compared with national average of 47% (Source: Cairngorms National Park Visitor Survey 2020 and UK Census 2011).</p>
--	--

Progress Summary: Actions of Outcome 2 (2017 – 2020)

- The table below summarises the progress made against the actions of Outcome 2 (2017 – 2020): ‘More underrepresented equality groups will visit and experience the National Park.’ [View Appendix 8 for full progress review](#), including the aim/output, targets, departments and partners, and relevant protected groups.
- The progress rating is split into three categories, see key below:















R1: Rating 1	R2: Rating 2	R3: Rating 3
		
Rolled over/Not started	Started	Ongoing/Completed

Table 21: Progress review of actions for Outcome 2 (2017 – 2020) with ratings

No	Actions	R1	R2	R3
1	We will develop additional web-based visitor information promoting experiences that are affordable and accessible.			
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.			

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.			
4	Information will be promoted in targeted periodicals (e.g. Enable magazine) by advert or editorial.			
5	We will work with public sector partners to ensure that visitor facilities developed and promoted to encourage access for all.			
6	We will work with private sector tourism businesses to raise awareness and promote access for all.			
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.			
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.			
9	We will continue to work with Backbone to develop community leaders that provide opportunities for black and minority ethnic groups to visit the Cairngorms National Park.			
10	We will continue to get people more active.			
11	The travel grant scheme will give higher priority to disability, minority ethnic groups, and groups from socially disadvantaged areas.			

Highlights

7. We have taken great steps towards delivering the actions set in 2017 for Outcome 2 (2017 – 2020) and below we explore some of the highlights.

Targets and Our Visitor Survey

8. The target for almost all actions, excluding actions 10 and 11, actions of Outcome 2, was to 'increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2DE visitors from 20% to 25%' and to 'increase the proportion of BME visitors from 1% to 2%'.

9. To review our progress against these targets we will use health and disability, ethnicity and socioeconomic data from our visitor survey. The Cairngorms National Park Authority (CNPA) commission a year-long visitor survey every five years to gather data on visitor demographics, activities and perceptions. The most recent survey ran from May 2019 until the COVID-19 pandemic brought fieldwork to a slightly early halt in March 2020. Included in the survey are questions about health and disability, ethnicity and socioeconomic status ([view the full CNPA Visitor survey report 2019-20](#)).

Health and Disability

– our target was 10% of visitors with a disability

10. In our survey we ask: ‘Could you tell me whether you or any of the people in your group have a long-term health condition or disability that affects your/their day to day activities?’ and the follow up question ‘How would you class this disability or long-term health condition?’ Below we present the results to this question.

Table 22: Visitors by health/disability in percentage, 2014/15 and 2019/20

Health & Disability	2014/15	2019/20
Yes	7%	9%
No	92%	91%
Prefer not to say	1%	1%

11. From 2014/15 to 2019/20, there was an increase of 2% of people who said there was someone in their party with a health condition or disability. This increased from 7% to 9%, which is very close to achieving our target of 10%.

Table 23: Visitors by type of health condition/disability in percentage, 2014/15 and 2019/20

Type of condition	2014/15	2019/20
Mobility	84%	51%
Sensory	8%	7%
Mental health	1%	6%
Learning disability	1%	4%
Other	12%	27%

Prefer not to say	1%	5%
-------------------	----	----

12. The most common health condition was related to ‘mobility’ at 51% of respondents. There was an increase in those with ‘mental health’ conditions, from 1% to 6%, and those with ‘learning disabilities’ from 1% to 4%. There was also a large increase in ‘other’ health conditions, from 12% to 27%, which included heart conditions, diabetes and cancer.
13. To continue the focus on increasing the number of disabled visitors to the park, we have set action 1 in our new Outcome 2 (2021 – 2024) to reflect this.

Ethnicity

– our target was 2% of BME visitors

14. In our survey we ask: ‘Which of these groups do you consider you belong to?’. Below we present the results to this question.

Table 24: Visitors by ethnicity in percentage, 2014/15 and 2019/20

Ethnicity	2014/15	2019/20
White	96.5%	96.9%
Black & Minority Ethnic/Other	1.0%	2.4%
Prefer not to say	2.4%	0.6%

15. From 2014/15 to 2019/20, the percentage of visitors from BME backgrounds more than doubled compared with the previous survey, from 1% to 2.4%, exceeding our target of 2%.

Table 25: Visitors by ethnicity, breakdown of ‘BME/other’ category, in percentage, 2014/15 and 2019/20

BME/other	2014/15	2019/20
Asian; Asian Scottish/British	58%	60%
Black; Black Scottish/British	4%	4%
Mixed; Other	38%	36%

16. As in the previous survey 2014/15, the majority of BME visitors in 2019/20 said they belonged to 'Asian' or 'Asian Scottish/British groups' at 60%. However, we note a steady 4% from 'Black' or 'Black Scottish/British' backgrounds and 36% in the 'mixed' or 'other' category.
17. We recognise that there is still work to be done as the national target is 4%; work towards this is reflected in our new Equality Outcome 2 (2021 – 2024) under action 1.

Socioeconomic Group

– our target was 25% of C2DE visitors

18. In our survey we ask: 'What is the occupation of the chief income earner in the household?'. The answers make use of the National Readership Survey (NRS) social groups; a classification system based on occupation ([find out more here: Social Grade | National Readership Survey \(nrs.co.uk\)](https://www.nrs.co.uk)). Below we present the results to this question.

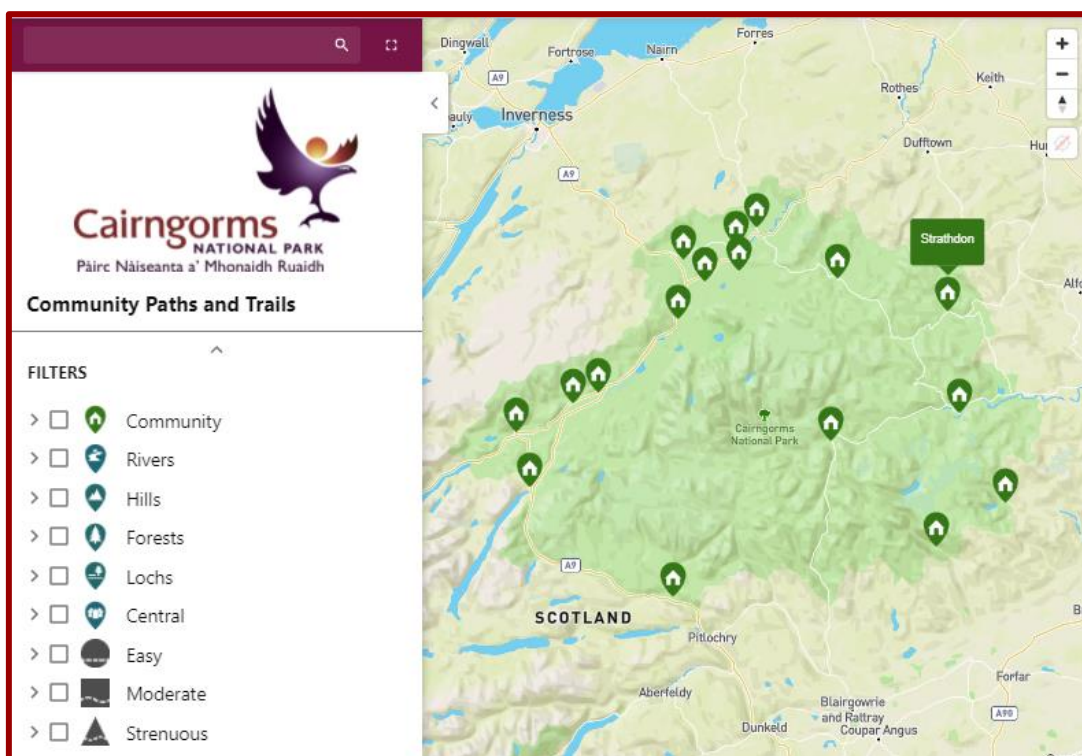
Table 26: Visitors by occupation in percentage, 2014/15 and 2019/20

Socioeconomic Group	2014/15	2019/20
AB	30%	34%
C1	45%	36%
C2	15%	20%
D	3%	7%
E	6%	3%

19. From 2014/15 to 2019/20, there was a notable increase in those from 'C2' and 'D' groups, from 15% to 20% and from 3% to 7% respectively. There was a decrease of visitors from 'E' backgrounds, from 6% to 3%. The proportion of visitors from 'C2DE' backgrounds was a total of 30%, an increase from a total of 24% in 2014/15. We thus have met and exceeded our target of 25% of 'C2DE' groups will visit the park.
20. From 2014/15 to 2019/20, visitors from the 'AB' category increased from 30% to 34% and the 'C1' category decreased from 45% to 36% of visitors. However, we recognise that the majority of our visitors continue to fall into the 'AB' and 'C1' categories.
21. There is further work to be done as the national target is set at 47%, and therefore we have set action 1 in our new Outcome 2 (2021 – 2024) to reflect this.

Visitor information

22. 17 community path leaflets ([view chapter 3, 'Community Path Leaflets'](#)) and two composite 'Easy Access Path' leaflets ([view easy access path leaflets](#)) have been added to the CNPA Website. Work in 2021 has allowed this information to be accessible online and via mobile phone. Our interactive map of paths also allows you to search by location, type of walk or difficulty level, (see image below).



23. The 'Discover & Explore' pages on our website have been updated to promote free ways to enjoy the park, including a section with information on access and activities for visitors of all abilities ([view 'Access for All' page](#)).

24. The CNPA support Tomintoul local information centre and Ballater visitor information centre to deliver clear easy to understand information. The image to the right shows a set of visitor information panels in Tomintoul (Discovery centre).



25. The CNPA is also in partnership with 10 local Information Centres providing training and support to encourage the provision of easy to access information.

‘Make it Yours’ Campaign

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.

26. Work in 2019 with Visit Scotland considered how we can best promote accessible tourism through the ‘Make it Yours’ campaign.



27. Some 290 partner staff have undertaken the ‘Make it Yours’ training that raises awareness of the opportunity to promote access for all. This work includes the 10 local information centres we work with.

28. Our webpage on the ‘Make it Yours’ campaign also provides some useful resources and encourages the use of plain English in sharing experiences. To find out more [view the ‘Make It Yours’ webpage](#).



[Watch the introductory video on ‘Make it Yours’ \(subtitled\).](#)

Shadow Areas

29. While there are no actions classed as ‘not started’ in our progress review table of Outcome 2 (2017 – 2020), there are several actions where work has been started, but progress was halted due to several unforeseen factors. Below we examine how our progress was impacted and steps we have taken/will take to address these shadow areas.

Travel Restrictions Due to COVID-19 Lockdowns

30. **Action 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.’**

a. The Cairngorms Nature Big Weekend (CNBW) festival was on its way to become a yearly event, however as travel outside local areas and large gatherings were restricted work halted in 2020. We were able to transfer the event online and held a ‘virtual’ CNBW 2020 with information, webinars and blogs promoting safe access to park ([view information on the virtual CNBW 2020](#)). In



2021 we deferred the event to May 2022, with preparations currently underway for CNBW 2022 in May ([view more information on CNBW 2022](#)).

31. **Action 11: ‘The travel grant scheme will give higher priority to disability, BME and groups from socially disadvantaged areas.’**
 - a. As travel was greatly restricted in the latter half of the reporting period, particularly between council areas, we were not able to award grants in 2020 and 2021. We are looking to advertise new travel grants with guidance allowing.
32. From the beginning of the COVID-19 pandemic lockdowns in spring 2020, tourism and travel to the park was greatly restricted. In order ensure our visitors and communities were up to date on current restrictions and how to access the park safely we set up a webpage detailing the latest updates ([view Coronaviurs/COVID-19 updates CNPA webpage](#)). The restrictions on travel account for some of the lack of progress on the actions detailed above.
33. The current situation has been challenging for all. We believe to have adapted well by taking events online where possible and ensuring we as an organisation are up to date, and are keeping our visitors up to date, on changing COVID-19 guidance regarding travel and access to the park.

Communication and Information

34. **Action 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: Review and update existing publications by 2018. Implement on all new publications from 2017.’**
 - a. We have updated our visitor information and publications; such as with our community path leaflets, developing new welcome leaflets ([view ‘Explore for a day – Cairngorms National Park’ leaflet](#)) and updating text of our ‘Tread lightly’ leaflet. However, we recognise that there is still significantly more work to be done. Work to update our communications strategy, under the leadership of our new Head of Communications, will aim to incorporate accessible and inclusive communications as a core part of this strategy. This will ensure all new content produced is accessible from the point of creation.

35. **Action 4: ‘Information will be promoted in targeted periodicals (e.g. Enable magazine) by advert or editorial.’**
- a. Work with our partners helped to promote accessible low cost and free experiences in the park, including our Cairngorms Nature Big Weekend programme. However, we have not made enough use of targeted periodicals (e.g. Enable magazine); this will also be addressed in the updated communications strategy.
36. We recognise that the structure of our previous equality outcomes (2017 – 2020) and actions was not conducive to our organisational structure. Action 2 and 4 outlined above, related to visitor information and promotional materials, were hindered due to lack of clarity on remit and ownership of actions.
37. Going forward, we have restructured our equality outcomes and assigned outcome leads from relevant organisational functions. We have thusly refocused our actions on improving inclusivity of our communications and promotional materials in action 2, Outcome 4, under the leadership of our new Head of Communications ([view chapter 6, ‘Section 2: Equality Outcome 4 \(2021 – 2024\)’](#)).

Partnerships

38. **Action 6: ‘We will work with private sector tourism businesses to raise awareness and promote access for all. Incorporate information into ‘Make it Yours’ Programme. Deliver one business training programme specifically on catering for equalities groups.’**
- a. The Visit Scotland Total Quality Destination project is on hold due to COVID-19 restrictions, but Visit Scotland have expressed that they want to pick this up again when conditions are right.
39. **Action 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.’**
- a. While there were no new infrastructure projects to be consulted, we would also like to note that the Inclusive Cairngorms has been superseded by the new Equalities Advisory Panel.

40. Some actions were not completed fully due to COVID-19 restrictions impacting on our partners. We recognise that external factors have impacted on our progress and that there is a need to update the way we set our equality outcomes.
41. Going forward, we have identified outcome areas (staff and leadership, visitors and communities, consultation and partnerships) that align with our organisational functions, streamlined our actions and added planned steps for increased clarity. The next section examines how we have set our two new Equality Outcomes 2 and 3 for the new reporting period (2021 – 2024), exploring evidence and contributory action plans.

Section 2: Equality Outcomes 2 and 3 (2021 – 2024)

Setting the Outcomes

42. The outcomes presented below have been restructured and updated with additional evidence and actions. We are not providing an update on progress made on Equality Outcomes (2021 – 2024) here; a separate report detailing our progress will be issued in April 2023.
43. From 2017 to 2020, we were able to increase the number of protected groups that visited and experienced the park by improving accessible visitor information and facilities, adapting events online (CNBW) and continuing to get people active. We recognise that unanticipated factors impacted on the progress of work, such as with producing inclusive marketing materials, and promoting accessible travel and tourism.
44. We will use the improved reporting framework to better monitor our progress going forward and focus the new outcome on updating our communications framework to improve areas of digital inclusion and accessibility.
45. To better be able to meet our Equality Duty and promote a 'Park for All', we have identified an outcome area – visitors and community, and have set two separate equality outcomes led by senior management from two of our primary organisational functions.

46. The following two sections detail the new outcomes with their respective action plans; including the outcome lead, the evidence used to provide rationale for setting our new outcome and the actions with associated planned steps, aims, target, protected groups and partners. [View Appendix 9 for action plan of all outcomes \(2021 – 2024\).](#)

Equality Outcome 2 (2021 – 2024)

‘Promoting and celebrating a National Park for All Visitors.’

Action Plan

Outcome 2: Promoting and celebrating a National Park for All Visitor

Led by: Colin Simpson, Head of Visitor Services

Evidence

- a. **CNPA Visitor Survey Data (2019/2020)** and **Census Data 2011**: Current UK census data indicates a national social split ABC1 53% to C2DE 47%, but our recent visitor survey data for the Cairngorms National Park (as set out above) indicates few, but increasing numbers, of visitors from lower economic brackets. This data also indicates we attract few, but again increasing, visitors from black and ethnic minority groups than the national average.
 - i. [View the full CNPA Visitor survey report 2019/2020](#)
 - ii. [View UK Census Data \(2011\) – Office for National Statistics \(ons.gov.uk\)](#)
- b. **Backbone Impact Report (2014 – 2020)**: Backbone, our partner for the CNPA co-funded ‘Outdoor Festival for All’ and leading BAME outdoor environmental education organisation, has produced a report detailing the impact of their activities from 2014 to 2020 and provides key recommendations for sector organisations ([view Backbone impact report 2014 – 2020](#)).

Action 1	Promoting targeted opportunities to support people from protected groups to visit and enjoy the park
Planned Steps	1. Preferentially promote outdoor experiences and accommodation that are free and low cost, such as ‘On a Shoestring’ (view ‘On a Shoestring’ webpage).

	<ol style="list-style-type: none"> 2. Promote experiences that are accessible to black and ethnic minorities. 3. Promote a wide range of experiences that are accessible to people regardless of ability. 4. Promote a wide range of experiences that are accessible to people regardless of age.
Aim	<p>Increase the percentage of visitors from C2, D and E social groups and of black and ethnic minorities.</p> <p>Increase visitor opportunities for disabled people and young people.</p>
Target	<p>Increase BME visitors closer to National 4% (2015 BME 1.0%, 2020 BME 2.4%)</p> <p>Increase the proportion of disabled visitors from 9% (2020) to 13%.</p> <p>Increase the percentage of young and older people visiting from baseline of 16 – 34 years 22% (2019/2020), 65+ 18% (2019/2020). Further data on youth engagement required.</p>
Protected Groups	BME, disability, young people, C2DE social groups
Partners	Ranger services, Cairngorms Business Partnership, Cairngorms Tourism Partnership, Backbone, CNPA visitor experience team, Young Scot

Action 2	Developing partnerships to support protected groups to visit and enjoy the park
Planned Steps	<ol style="list-style-type: none"> 1. Work with businesses to support programmes encouraging people to experience the park from C2DE backgrounds 2. Provide information, signpost and work with partners to provide hire of specialist outdoor equipment, e.g. quad mobility bikes. 3. Explore partnerships with health boards, regional equality councils (BME, disability) and Hospitality UK (to provide opportunities for people applying for charitable grants)
Aim	Increase the percentage of visitors from C2DE social groups
Target	Increase closer to National 53%:47% (2020: ABC1 70%, C2DE 27%; 2015: ABC1 75%; C2DE 18%;) Note: Data not 100% because not all interviewed would respond.
Protected Groups	All

Partners	Ranger services, Cairngorms Business Partnership, Cairngorms Tourism Partnership
-----------------	--

Equality Outcome 3 (2021 – 2024)

‘Ensuring and enhancing more inclusive access to nature’

Action Plan



Outcome 3: Ensuring and enhancing more inclusive access to nature

Led by: Sarah Henshall, Head of Conservation

Evidence

- a. Anecdotal evidence and feedback from providers indicate that attendance at nature-based activities and events, biological recording and conservation volunteering typically has little representation from BME communities, people with mental and physical health disabilities and those in the C2DE socioeconomic brackets
- b. **CNBW Data:** Data gathered at Cairngorms Nature Big Weekend events is limited due to low response rates. No respondents identify themselves as from BME communities, 7.2% identify as disabled, half of whom identify their disability being related to mental health. There is no data on sexual orientation or socioeconomic classification.
- c. **Volunteer Ranger Equality Data:** None of our volunteer rangers identify as an ethnic minority, 2% identify as having a disability and more than 50% have household incomes above £25k.
- d. **Backbone Community Leadership Report (2015 – 2018):** Backbone, leading BAME outdoor environmental education organisation, produced a report on the CNPA co-funded ‘Community leadership project’. The report identified barriers preventing groups to accessing nature, as lack of information/knowledge/guidance, transport, childcare, time and money, and cultural/language barriers ([view full Backbone community leadership report \(2015 – 2018\)](#)).
- e. **Transport Scotland:** the ‘Accessible Travel Network’ is a ten year plan that aims to support disabled people’s rights by removing barriers and access to travel and to ensure disabled

people are fully involved in work to improve all aspects of travel ([view Accessible Travel Framework | Transport Scotland](#)). Their 'Going Further' report outlines barriers to disabled people accessing transport and sets out a framework to improve inclusion and access ([view Going Further: Scotland's Accessible Travel Framework \(transport.gov.scot\)](#)).

- f. **Accessible Travel Hub – Disability Equality Scotland:** The accessible travel hub provides information, articles and guidance about accessible travel in Scotland ([view Accessible Travel Hub](#)).
- g. **Countryside for All Guide – Paths for All (2019):** The report provides a comprehensive account of disabled peoples' access to the countryside and guidance on good practice ([view Countryside For All Guide – Paths for All | Paths for All](#)).
- h. **Scottish Government Regulations on Changing Places Toilet Facilities:** [View Planning Circular 1/2020: Changing Places Toilets Regulations – gov.scot \(www.gov.scot\)](#).

Action 1	Increasing our understanding of barriers to inclusion and access to nature for hard-to-reach groups through improving baseline data and data-gathering methods
Planned Steps	<ol style="list-style-type: none"> 1. Gather more socioeconomic data from attendees at nature-based events. 2. Improve understanding of target groups' needs, aspirations and barriers through face-to-face interviews, surveys and focus groups. 3. Connect with government and public sector travel networks and information hubs (Transport Scotland 'Accessible Travel Network', Accessible travel hub, view Access Panel Network)
Aim	We understand more about hard-to-reach groups' interaction with nature.
Target	Baseline data Increased participation in wildlife groups, volunteering and recording Increased attendance at events 10% of CNBW and ranger events targeted at inclusion groups
Protected Groups	All
Partners	CNPA, ranger services, CNBW partners, environmental volunteering & biological recording organisations

Action 2	Improving promotion and quality of opportunities for hard-to-reach groups to become involved with and access the park
Planned Steps	<ol style="list-style-type: none"> 1. Recruit and support Cairngorms Nature ambassadors by facilitating access to nature-based experiences in the park and providing support to share those experiences amongst peer groups. 2. Provide training and skills development opportunities for people from target inclusion groups. 3. Showcase activities that involve inclusion groups.
Aim	People from target inclusion groups feel welcome and at ease being part of nature-based activities
Target	<p>Baseline data</p> <p>Increased participation in wildlife groups, volunteering and recording</p> <p>Increased attendance at events</p> <p>10% of CNBW and ranger events targeted at inclusion groups</p>
Protected Groups	All
Partners	CNPA, ranger services, CNBW partners, environmental volunteering & biological recording organisations

Action 3	We will work in partnership with local businesses, health sector and community groups to improve inclusion and access to the park
Planned Steps	<ol style="list-style-type: none"> 1. Subsidise transport costs for people to get to outdoor events and take nature-based activities indoors for those who can't get out. 2. Develop partnerships with support workers and carers (day centres, mental health organisations) to build relationships and provide safe, supportive environments. 3. Support local wildlife groups' engagement with the wider community. 4. Explore funding and partnerships for changing places toilets facilities (view Changing Places Toilets website (changing-places.org)) 5. Explore joining Scottish Rural and Islands Transport Community to support their work to 'address the many transport challenges facing rural and islands communities' (view Home – Rural Mobility).

Aim	People from target inclusion groups feel welcome and at ease being part of nature-based activities
Target	Baseline data Increased participation in wildlife groups, volunteering and recording Increased attendance at events 10% of CNBW and ranger events targeted at inclusion groups
Protected Groups	All, C2DE groups, people with physical and mental health disabilities
Partners	CNPA, ranger services

Chapter 6: Consultation and Partnerships

Introduction

1. Most of the work of the Cairngorms National Park Authority (CNPA) is delivered through our partnerships; rigorous consultations ensure inclusion of protected groups in decision-making processes that help shape the park. We also want to lead by example and inspire our partners by leading in inclusive communications and digital accessibility.
2. This chapter is split into two parts: the first reviews our progress against Equality Outcome 3 (2017 – 2020) and the second introduces our fourth, and final equality outcome and action plan for the reporting period 2021 – 2024.

Section 1: Progress Review of Outcome 3 (2017 – 2020)

‘More equality groups will participate in CNPA led consultation and engagement’

3. Below we explore our progress on delivering specific actions to meet our Equality Outcome 3: ‘More equality groups will participate in CNPA led consultation and engagement.’ (2017 – 2020).

Setting Outcome 3 (2017 – 2020)

4. The table below details the rationale for setting Outcome 3 (2017 – 2020), as well as the evidence to support it.

Issues/Opportunity for Promoting Equality	Evidence
1. Key advisory groups and forums in the Cairngorms National Park attract the ‘usual suspects’ and can result in a lack of diversity of views and opinion.	a. Forum members: 35% female. b. Cairngorms Deer Advisory Group and Cairngorms Nature Strategy Group: 11% female.
2. Underrepresentation in consultation and engagement exercises of hard-to-reach	c. Stakeholder list: 28% female (none under 35 or from minority groups).

<p>groups (e.g. under 35-year-olds, women, minority groups etc.).</p> <p>3. Equalities not effectively monitored during engagement exercises.</p> <p>4. Online opportunity to expand reach by interest/sector/geographic area/age/minority groups.</p>	<p>d. No specific information collected on equality and demographics during recent consultation and engagement exercises.</p>
--	---

Progress Summary: Actions of Outcome 3 (2017 – 2020)

- The table below summarises the progress made on the actions set for Outcome 3 (2017 – 2020). [View Appendix 8 for full progress review](#), including the aim/output, targets, departments and partners, and relevant protected groups.
- The progress rating is split into three categories, see key below:










R1: Rating 1	R2: Rating 2	R3: Rating 3
		
Rolled over/Not started	Started	Ongoing/Completed

Table 27: Progress review of actions for Outcome 3 (2017 – 2020) with ratings

No	Actions	R1	R2	R3
1	Establish and implement systems for gathering equality data for formal consultations, engagement events, and key CNPA groups, panels and forums to establish baseline data for future monitoring.			
2	Utilise equality figures of key Cairngorms National Park 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 proactive initiatives, targets and monitoring to address these.			
3	Review Stakeholder engagement list to identify any gaps in equality groups and opportunities to improve coverage.			
4	Develop, trial and monitor new engagement mechanisms to increase responses from hard-to-reach groups.			

5	<p>Formalise inclusion of people with disabilities in the stakeholder training we provide by:</p> <p>Making it explicit in advertising emails and on the website that we will endeavour to make and pay for special arrangements for people with disabilities to attend training courses.</p>			
6	<p>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.</p>			

Highlights

7. We have made great strides towards delivering the actions set in 2017 for Outcome 3 (2017 – 2020) and below we explore some of the highlights.

Gathering Equality Data

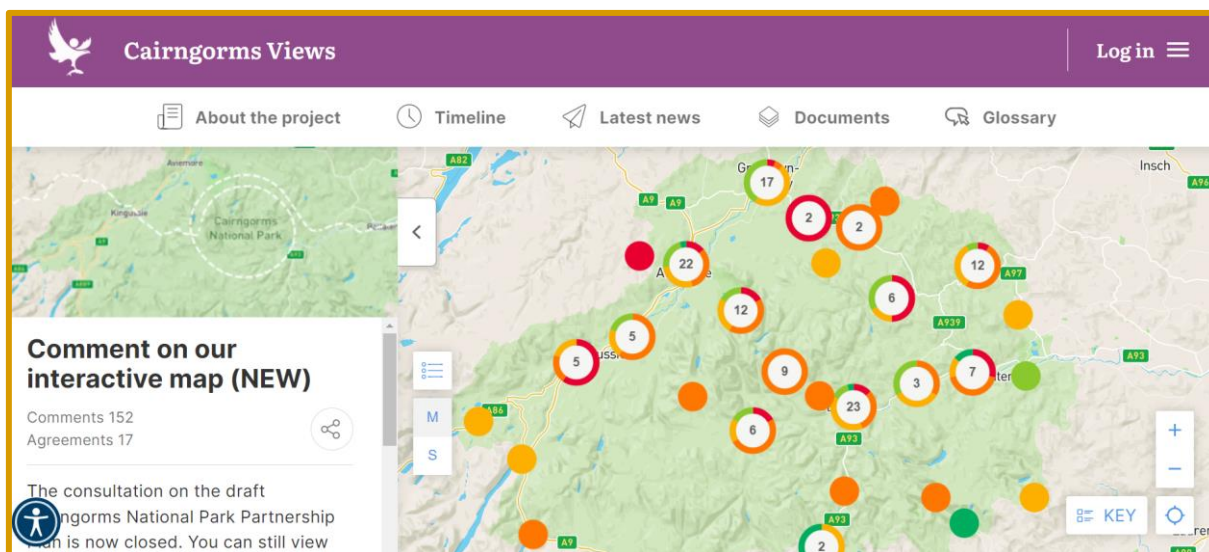
8. We incorporated equalities data gathering mechanisms into engagement event feedback forms for our Women in Wellies (October 2018) and our annual Cairngorms Nature Big Weekend events. We also benefit from Backbone survey reporting of the CNPA co-funded 'Outdoor Festival for All'.
9. During the 2020 Local Development Plan (LDP) consultation processes we collected equalities data; respondents provided this on a voluntary basis.
10. The equality survey sent to CNPA led advisory groups and forums and results provided a baseline to help focus our priorities and targets for future equality outcomes. We also asked candidates for the Equalities Advisory Panel to complete an Equalities monitoring form as part of the recruitment process.
11. LDP (2020) consultation processes used digital information and social media to provide bite sized information to engage with younger audiences, see examples of social media posts below ([view chapter 3, 'Local Development Plan 2020'](#)).



New Engagement Mechanisms

- 12. The Cairngorms Capercaillie project implemented innovative ‘story mapping’ techniques alongside ranger workshops, drop ins and direct canvassing to specifically target hard-to-reach groups.
- 13. The LDP consultation process used videos and social media to involve hard-to-reach groups.
- 14. For the National Park Partnership Plan (NPPP) consultation (2021) the draft document was converted into an easy read format, multiple downloadable formats of the document were provided. We applied diverse imagery in promotional materials and received a comprehensive consultation document from the Equalities Advisory Panel. We also implemented a new mechanism to collect responses; an interactive heat map (see image below) that allowed feedback to be inked to specific location markers with an accessibility software app that allowed contributors to adjust website settings according to their individual accessibility needs. [View more information on NPPP consultation here.](#) This work is ongoing and is reflected in action 3, Outcome 4 (2021 – 2024).





Reporting Equality Data

15. A standard equalities survey is in place for use by all staff for events & consultations; and the evaluation of the Cairngorms Nature Big Weekend is included equality statistics.
16. We also benefit from Backbone reporting on CNPA co-funded inclusion events such as the 'Outdoor Festival for All'.
17. The meeting minutes from Equalities Advisory Panel meetings are uploaded regularly to our website and have been incorporated into our publications search page, [view Equalities Advisory Panel meetings minutes.](#)

Shadow Areas

18. Below we address the actions which have not been started or rolled over for Outcome 3 (2017 – 2020).

Action 5: 'Formalise inclusion of people with disabilities in the stakeholder training we provide by: Making it explicit in advertising emails and on the website that we will endeavour to make and pay for special arrangements for people with disabilities to attend training courses.'

19. This is the only action in the progress summary rated 'not started/rolled over'.
20. **Constraints:** Funding for this training project is no longer available and therefore the action was not progressed.

21. **Going Forward:** We have refocused efforts to develop consultation and experiences of disabled people in the next reporting period with improved BSL captioning and commissioning of user testing, see actions 2 and 3, Outcome 4 (2021 – 2024).

Targets and Baseline Data

22. One of the targets set for action was ‘10% increase in women and under 35-year-olds involved in groups and forums’.
23. We recognised that little baseline data existed for us to evaluate engagement from equality groups. As a result, in 2019 we conducted an equalities survey of CNPA led stakeholder forums and groups. The survey showed that 16.14% of those involved were under 45 years of age, and 3.7% were from a non-white ethnic background. 52% identified as male and 42% identifying as female.
24. We also gathered equalities data in 2019 as part of the LDP (2020) consultation process. Of the 208 respondents, only 32 (15%) completed the equalities survey, this being a voluntary choice. Of the 32 individual surveyed, 56% were male and 40% were female; 12% were under the age of 45 (3% under the age of 35); and 6% identified as having a disability. Ethnicity was not identified.
25. We recognise that we did not have expansive baseline data to effectively evaluate all our targets set for this equality outcome. However, we feel that the achieved actions outlined in the progress review show how we have established data gathering mechanisms and practices to monitor how more equalities groups participate in CNPA led stakeholder forums & groups. This improved participation framework and baseline data, will help us to continue our work in this respect, as detailed below.

Section 2: Equality Outcome 4 (2021 – 2024)

‘More equality groups participate in CNPA led consultations and stakeholder forums/groups to influence decisions made in relation to the management of the Cairngorms National Park’

Setting the Outcome

26. The outcome presented below has been restructured and updated with additional evidence and actions. We are not providing an update on progress made on Equality Outcomes (2021 – 2024) here; a separate report detailing our progress will be issued in April 2023.
27. Over the reporting period 2017 to 2020, we have made progress towards improving engagement from equality groups in consultations, engagement events, key CNPA groups, panels and forums. We will use the improved reporting framework to better monitor our progress going forward and focus the new outcome on updating our communications framework to improve areas of digital inclusion and accessibility.

Action Plan

28. The action plan below displays the outcome lead, the evidence used to provide rationale for setting our new outcome and the actions with associated planned steps, aims, target, protected groups and partners. [View Appendix 9 for action plan of all outcomes \(2021 – 2024\)](#).



Outcome 4: More equality groups participate in CNPA led consultations and stakeholder forums/groups to influence decisions made in relation to the management of the park

Led by: Oliver Davies, Head of Communications

Evidence	
a.	2019 Equality Survey of CNP-led Stakeholder Forums & Groups: showed 16.14% of those involved are under 45 years of age, 3.7% of those involved are from a non-white ethnic background (view CNPA working groups and advisory forums).
b.	2019 Local Development Plan (LDP) – Consultation Equality Data: showed 40% female consultees; 12% under the age of 45; and 6% identifying a disability; sample size was small (15%).
c.	Backbone Community Leadership Report (2015 – 2018): Backbone, leading BAME outdoor environmental education organisation, produced a report on the CNPA co-funded ‘Community leadership project’. The report identified barriers preventing groups to accessing nature, as lack of information/knowledge/guidance, transport, childcare, time and money, and cultural/language barriers (view full Backbone community leadership report (2015 – 2018)).
d.	Poverty Alliance and Inequality Commission (PAIC) report provides guidance on how to engage with hard-to-reach groups (view PAIC report 2020).

Action 1	Improving reporting processes and effective feedback loops to increase engagement with protected groups
Planned Steps	<ol style="list-style-type: none"> 1. Share 2019 equality survey results with CNPA led stakeholder forums & groups to discuss how we can achieve increase engagement with under 45-year-olds and ethnic minority groups. 2. Identify specific actions within the National Park Partnership Plan consultation process to engage with a more diverse range of audiences (under 45-year-olds, disabled and ethnic minority groups, etc). 3. Follow guidance and recommendations from Poverty Alliance and Inequality Commission (PAIC) report on how to engage with hard-to-reach groups. 4. Seek opportunities for partnership and consultation with equality councils, Big Issue Foundation and successor to Moray action on poverty.
Aim	<p>Equalities surveys will show an increase in participation of younger and more diverse ethnic groups.</p> <p>To make the National Park Partnership Plan as representative as possible for all stakeholders within the Cairngorms National Park.</p>

Target	Increase towards 25% under 45-year-olds (16.14% 2020 baseline) and 4% non-white ethnic backgrounds (3.5% 2020 baseline). Deliver at least five activities designed to reach under 45-year-olds, ethnic minority communities and/or audiences with disabilities within the consultation period.
Protected Groups	Under 45-year-olds and ethnic minority groups
Partners	Equality Advisory Panel, Cairngorms Youth Action Team, Backbone

Action 2	Improving digital accessibility and inclusive communications, in particular publications, video/stream content and the CNPA website
Planned Steps	<ol style="list-style-type: none"> 1. Provide captioning and/or BSL interpretation on request for CNPA video content and live streamed forums and meetings held by CNPA, including Board and Planning meetings. 2. Provide accessible formats and plain English versions of consultation and strategy documents. 3. Audit existing CNPA website to determine its suitability for audiences with access requirements, and address any issues raised. Ensure any tools used for online consultation are audited in the same way. 4. Conduct user experience testing on the existing CNPA website with a variety of audience types (including those with access requirements, ethnic minority groups, etc.) to ensure it is fit for purpose and addresses audience needs.
Aim	<p>CNPA meetings – and key strategic discussions – are accessible to a wider range of audiences, particularly those with disabilities.</p> <p>CNPA website – and the information it provides – is more accessible and inclusive. To flag any issues with the existing site and to ensure it goes beyond simple compliance with legislation to be genuinely usable and representative.</p>
Target	<p>All Board and Planning meetings to have the option of captioning and/or BSL interpretation. Roll out this approach to other forums as they go online.</p> <p>For the CNPA website to be an exemplar within the public sector in Scotland for digital accessibility, and for all identified issues to be addressed within the same financial year.</p>

Protected Groups	Disabled audiences and those with access requirements. People with mental and physical health disabilities; ethnic minority audiences.
Partners	Equality Advisory Panel, Backbone

Action 3	Diversifying and improving representation of protected groups in consultation and promotional material
Planned Steps	<ol style="list-style-type: none"> 1. Review CNPA promotional materials, particularly those relating to stakeholder consultation, to ensure they use appropriate imagery reflective of the diverse range of audiences engaging with the National Park. 2. Commission new material (photography, video, case studies etc) where required.
Aim	To ensure our materials are reflective of all the audiences we are trying to reach.
Target	All CNPA promotional materials, particularly those relating to stakeholder consultation, to include imagery reflective of the diverse range of audiences we serve.
Protected Groups	Under 45-year-olds, disabled and ethnic minority groups.
Partners	Equality Advisory Panel, Cairngorms Youth Action Team, Backbone

Appendices

Appendix 1: Staff and Board Equalities Monitoring Survey 2021

– Questions and Categories

Age

16 – 24:

25 – 34:

35 – 44:

45 – 54:

55 – 64:

65 – 74:

Prefer not to say:

What is your religion or belief?

No religious affiliation:

Atheist:

Agnostic:

Baha'i:

Buddhist:

Christian:

Esoteric Tradition:

Hindu:

Humanist:

Jewish:

Muslim:

Pagan:

Rastafari:

Sikh:

Other:

Prefer not to say:

Comments:

Do you consider yourself to have a disability?

Yes:

No:

Prefer not to say:

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

Sensory impairment (blind, visual impairment, deaf, hard of hearing):

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):

Mental health condition:

Physical impairment (mobility issues, using arms, wheelchair user, on crutches):

Prefer not to say

Other Condition:

Other condition – please specify:

What was your sex assigned at birth?

(If you are undergoing gender reassignment, please use the gender identity you intend to acquire)

Female:

Male:

Intersex:

I prefer a term not listed:

Prefer not to say:

Comments:

How do you currently identify your gender?

Same as assigned at birth:

Trans woman:

Trans man:

Nonbinary:

Agender/gender neutral:

I prefer a term not listed:

Prefer not to say:

Comments:

How would you describe your sexual orientation?

Asexual/aromantic:

Bi, pan or polysexual:

Gay, lesbian or homosexual:

Heterosexual:

Multiple identities:

I prefer term not listed:

Prefer not to say:

Comments:

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:

Partially:

No:

Prefer not to say:

With colleagues:

Yes:

Partially:

No:

Prefer not to say:

With your line manager:

Yes:

Partially:

No:

Prefer not to say:

At work generally:

Yes:

Partially:

No:

Prefer not to say:

If you are not open about your sexuality at work, what would make you feel able to be more open within the work environment?

Which of the following best describes your current marital status?

Married:

Civil Partnership:

Partnership:

Separated:

Divorced:

Ex Civil Partner:

Single:

Widowed:

I prefer to self-describe:

Prefer not to say:

Comments:

Do you have any caring responsibilities?

None:

Primary carer of a disabled adult (18 and over)

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)

Secondary carer

I prefer to self-describe

Prefer not to say

Comments:

Please indicate your relationship to them:

Child/children:

Parent(s):

Spouse/partner:

Sibling(s):

Other:

I prefer not to say:

Comments:

What do you feel is your national identity?

British:

English:

Northern Irish:

Scottish:

Welsh:

Other (please specify):

Comments;

Which ethnic group do you most identify with?

Arab, Arab Scottish, Arab British:

African, African Scottish, African British:

Any other African background:

Asian, Asian Scottish, Asian British – Bangladeshi:

Asian, Asian Scottish, Asian British – Chinese:

Asian, Asian Scottish, Asian British – Indian:

Asian, Asian Scottish, Asian British – Pakistani:

Any other Asian background:

Black, Black Scottish, Black British:

Caribbean, Caribbean Scottish, Caribbean British:

Any other Caribbean background:
Mixed – Asian and White:
Mixed – Black African and White:
Mixed – Black Caribbean and White:
Any other Mixed background:
White British:
White English:
White Gypsy Traveller:
White Irish:
White Northern Irish:
White Polish:
White Scottish:
White Welsh:
Any other White background:
Any other Ethnic background:
I prefer to self-describe:
Prefer not to say:
Comments:

Please indicate which directorate you work in (ONLY Staff Equalities survey):

Conservation & Visitor Experience
Corporate Services (Inc. Communications)
Planning & Rural Development
Prefer not to say

Appendix 2: Staff Equalities Monitoring Data (2017 – 2021)

1. * (star) indicates the result was 5 or less.
2. Blacked out cells indicate data that has been redacted to ensure individuals cannot be identified.
3. In 2021, following a consultation with the Equalities Advisory Panel, we updated our Equalities monitoring categories. Where changes have occurred, the data is separated into two tables: one showing data for 2017 to 2020 and the other 2021.
4. For the sections Race: Ethnicity, Race: Nationality and Religion/Belief, only the monitoring categories with data available are displayed. For the full set of Equalities monitoring questions and categories, [view Appendix 1](#).

Total Staff and Survey Responses

Total Staff	2017	2018	2019	2020	2021
Total staff:	66	72	78	75	77
Total responses:	59	58	60	52	57

Response Rate

	2017	2018	2019	2020	2021
Response Rate (%)	89	81	77	69	74

Age

Count

Age	2017	2018	2019	2020	2021
Blanks:	0	0	0	0	0
Prefer not to say:	*	*	0	0	*
16 – 24:	*	*	*	*	*
25 – 34:	9	*	6	6	*
35 – 44:	19	22	18	16	13
45 – 54:	18	18	22	21	27

55 – 64:	8	11	11	6	8
65 – 74:	0	0	0	*	*
Total:	59	58	60	52	57

Percentage

Age (%)	2017	2018	2019	2020	2021
Blanks:	0	0	0	0	0
Prefer not to say:	*	*	0	0	*
16 – 24:	*	*	*	*	*
25 – 34:	15	*	10	12	9
35 – 44:	32	38	30	31	23
45 – 54:	31	31	37	40	47
55 – 64:	14	19	18	12	14
65 – 74:	0	0	0	*	*
Total:	100	100	100	100	100

Disability

Count

Disability	2017	2018	2019	2020	2021
Blanks:	0	0	*	0	*
Prefer not to say:	*	*	*	0	0
Yes:	*	*	*	*	*
No:	56	52	55	49	53
Total:	59	58	59	52	56

Percentage

Disability (%)	2017	2018	2019	2020	2021
Blanks:	0	0	*	0	*
Prefer not to say:	*	*	*	0	0
Yes:	*	*	*	*	*

No:	95	90	92	94	93
Total:	98	95	95	100	98

Gender Reassignment

There are no members of staff identifying as transgender from 2017 to 2021.

Marriage/Civil Partnership

Count

Marital status	2017	2018	2019	2020	2021
Blanks:	*	0	*	0	*
Prefer not to say:	*	*	*	*	*
Married:	38	34	36	33	40
Partnership:	11	12	9	9	9
Separated:	*	*	*	0	*
Divorced:	*	*	*	*	*
Ex Civil Partner:	0	0	*	0	0
Single:	*	7	8	7	*
Widowed:	0	0	0	*	0
Total	58	58	59	52	56

Percentage

Marital status (%)	2017	2018	2019	2020	2021
Blanks:	*	0	*	0	*
Prefer not to say:	*	*	*	*	*
Married:	64	59	60	63	70
Partnership:	19	21	15	17	16

Separated:	*	*	*	0	*
Divorced:	*	*	*	*	*
Ex Civil Partner:	0	0	*	0	0
Single:	*	12	13	13	*
Widowed:	0	0	0	*	0
Total:	88	81	76	69	73

Caring Responsibilities

Count

Caring responsibilities	2017	2018	2019	2020	2021
Prefer not to say:	0	*	*	*	0
None:	27	29	28	20	20
Primary carer of a disabled adult (18 and over)	*	*	*	*	*
Primary carer of a child/children (under 18)	26	22	25	22	29
Primary carer of an older person (65 and over)	*	*	*	*	*
Primary carer of a disabled child/children (under 18)	*	*	*	*	*
Secondary carer	*	*	*	6	*
I prefer to self-describe	/	/	/	/	*
Total:	64	59	62	54	60

Percentage

Caring responsibilities (%)	2017	2018	2019	2020	2021

Prefer not to say:	0	*	*	*	0
None:	46	50	47	38	35
Primary carer of a disabled adult (18 and over):	*	*	*	*	*
Primary carer of a child/children (under 18):	44	38	42	42	51
Primary carer of an older person (65 and over):	*	*	*	*	*
Primary carer of a disabled child/children (under 18):	*	*	*	*	*
Secondary carer:	*	*	*	12	*
I prefer to self-describe:	/	/	/	/	*
Total:	108	102	103	104	105

Dependents

Dependents	2017	2018	2019	2020
1:	*	*	*	10
2:	19	17	20	20
3:	*	*	*	*
4:	*	0	0	0

Relationship to Dependents

Dependents	2017	2018	2019	2020	2021
Mother:	8	11	9	16	0
Father:	8	*	6	9	0
Parent:	6	6	9	0	8

Child:	*	*	*	*	23
Other:	0	0	*	*	*
Total:	25	24	27	29	36

Race: Ethnicity

Count

Ethnicity	2017	2018	2019	2020	2021
Blanks:	*	0	0	0	*
Prefer not to say:	*	0	0	0	*
White British:	20	20	19	23	27
White English:	0	0	*	0	*
White Northern Irish:	0	*	*	0	*
White Polish:	*	0	*	0	0
White Scottish:	30	30	30	26	25
White Welsh:	*	*	*	*	*
Any other White background:	*	6	*	*	0
Total	58	58	60	52	56

Percentage

Ethnicity (%)	2017	2018	2019	2020	2021
Blanks:	*	0	0	0	*
Prefer not to say:	*	0	0	0	*
White British:	34	34	32	44	47
White English:	0	0	*	0	*
White Northern Irish:	0	*	*	0	*
White Polish:	*	0	*	0	0
White Scottish:	51	52	50	50	44
White Welsh:	*	*	*	*	*

Any other White background:	*	10	*	*	0
Total:	98	100	100	100	98

Nationality

Count

Nationality	2017	2018	2019	2020	2021
Blanks:	*	0	*	0	*
Prefer not to say:	0	0	0	0	0
British:	20	15	23	20	25
English:	0	*	0	0	0
Northern Irish:	0	*	0	0	*
Scottish:	32	35	29	27	29
Welsh:	*	*	*	*	*
Other (please specify):	*	*	6	*	0
Total:	58	58	59	52	56

Percentage

Nationality	2017	2018	2019	2020	2021
Blanks:	*	0	*	0	*
Prefer not to say:	0	0	0	0	0
British:	34	26	38	38	44
English:	0	*	0	0	0
Northern Irish:	0	*	0	0	*
Scottish:	54	60	48	52	51
Welsh:	*	*	*	*	*
Other (please specify):	*	*	10	*	0
Total:	98	100	98	100	98

Religion/Belief**Count 2017 – 2020**

Religion/belief	2017	2018	2019	2020
Blanks:	0	0	0	0
Prefer not to say:	*	*	*	0
Buddhist:	0	0	0	*
Church of Scotland:	11	9	10	7
Hindu:	0	0	0	0
Jewish:	0	0	0	0
Muslim:	0	0	0	0
Other Christian:	6	6	7	6
Other Religion or Belief:	*	*	*	0
Pagan:	*	*	*	0
Roman Catholic:	*	*	*	*
Sikh:	0	0	0	0
None:	30	33	30	36
Total:	59	58	60	52

Percentage 2017 – 2020

Religion/belief (%)	2017	2018	2019	2020
Blanks:	0	0	0	0
Prefer not to say:	*	*	*	0
Buddhist:	0	0	0	*
Church of Scotland:	19	16	17	13
Hindu:	0	0	0	0
Jewish:	0	0	0	0
Muslim:	0	0	0	0
Other Christian:	10	10	12	12
Other Religion or Belief:	*	*	*	0

Pagan:	*	*	*	0
Roman Catholic:	*	*	*	*
Sikh:	0	0	0	0
None:	51	57	50	69
Total:	100	100	100	100

Count and Percentage 2021

Religion/belief 2021	Count	%
Prefer not to say:	*	*
No religious affiliation:	29	51
Atheist:	*	*
Agnostic:	0	0
Baha'i:	*	*
Christian:	19	33
Esoteric Tradition:	0	0
Hindu:	0	0
Humanist:	*	*
Jewish:	0	0
Muslim:	0	0
Pagan:	0	0
Rastafari:	0	0
Sikh:	0	0
Other:	*	*
Total	59	104

Sex

Count 2017 – 2020

Sex	2017	2018	2019	2020
Blanks:	*	0	*	0

Prefer not to say:	*	0	*	0
Female:	25	29	40	31
Male:	28	28	18	21
Nonbinary	0	*	0	0
Total	58	58	59	52

Percentage 2017 – 2020

Sex (%)	2017	2018	2019	2020
Blanks:	*	0	*	0
Prefer not to say:	*	0	*	0
Female:	42	50	67	60
Male:	47	48	30	40
Nonbinary	0	*	0	0
Total	98	100	98	100

Count and Percentage 2021

Sex 2021	Count	%
Blanks:	*	*
Prefer not to say:	0	0
Female:	37	65
Male:	19	33
Intersex:	0	0
I prefer a term not listed:	0	0
Prefer not to say:	0	0
Total	56	98

Sexual Orientation

Count 2017 – 2020

Sexual Orientation	2017	2018	2019	2020
Blanks:	*	0	*	0
Prefer not to say:	*	*	*	*
Bisexual:	0	*	*	*
Gay Man:	0	0	0	0
Gay woman/Lesbian:	0	0	*	*
Heterosexual/Straight:	53	53	51	48
Not sure:	*	0	*	0
Other (please specify):	*	*	*	0
Total	58	58	59	52

Percentage 2017 – 2020

Sexual Orientation (%)	2017	2018	2019	2020
Blanks:	*	0	*	0
Prefer not to say:	*	*	*	*
Bisexual:	0	*	*	*
Gay Man:	0	0	0	0
Gay woman/Lesbian:	0	0	*	*
Heterosexual/Straight:	90	91	85	92
Not sure:	*	0	*	0
Other (please specify):	*	*	*	0
Total	98	100	98	100

Count and Percentage 2021

Sexual Orientation 2021	No.	%
Blanks:	*	*
Prefer not to say:	*	*
Asexual/aromantic:	0	0
Bi, pan or polysexual:	*	*

Gay, lesbian or homosexual:	*	*
Heterosexual:	52	91
Multiple identities:	0	0
I prefer term not listed:	0	0
Total	55	96

Appendix 3: Recruitment Data – External Applicant Data (2019 and 2020)

- All tables show count and percentage for the years 2019 and 2020.
- * (star) indicates the result was 5 or less.

Age

Age	2019	2019 (%)	2020	2020 (%)
Blanks/Choose not to disclose:	42	38	13	3
16 – 24:	8	7	113	24
25 – 34:	16	14	184	39
35 – 44:	21	19	80	17
45 – 54:	19	17	61	13
55 – 64:	6	*	23	*
65+:	0	0	*	*
Total:	112	100	474	100

Disability

Disability	2019	2019 (%)	2020	2020 (%)
Blanks/Choose not to disclose:	41	38	6	1
Yes:	*	*	24	5
No:	67	62	447	94
Total:	108	100	477	100

Gender Reassignment

Transgender	2019	2019 (%)	2020	2020 (%)
Blanks/Choose not to disclose:	44	39	50	10
Yes:	0	0	0	20
No:	68	61	427	70

Total:	112	100	477	100
--------	-----	-----	-----	-----

Marriage/Civil Partnership

Marital Status	2019	2019 (%)	2020	2020 (%)
Blanks/Choose not to disclose:	44	39	53	11
Married:	25	22	89	19
Not Married:	43	38	324	68
Civil Partnership:	0	0	11	2
Total:	112	100	477	100

Race

Ethnicity	2019	2019 (%)	2020	2020 (%)
Blanks/Choose not to disclose:	44	45	8	2
White Scottish:	30	31	251	55
White English:	14	14	107	23
White Northern Irish:	*	*	6	1
White Welsh:	*	*	6	1
Other British:	10	10	29	6
Irish:	*	*	6	1
Other White:	*	*	*	*
Mixed or multiple:	*	*	43	9
African:	*	*	*	*
Other:	*	*	*	*
Total:	98	100	456	100

Religion/Belief

Religion/Belief	2019	2019 (%)	2020	2020 (%)
Blanks/Choose not to disclose:	44	43	70	15

Buddhist:	0	0	*	*
Christian Protestant:	/	/	32	7
Church of England:	*	*	*	*
Church of Scotland:	8	8	10	2
Hindu:	0	0	*	*
Jewish:	0	0	0	0
Muslim:	*	*	*	*
None:	44	43	328	71
Other:	0	0	9	2
Other Christian:	*	*	*	*
Roman Catholic:	7	7	14	3
Sikh:	0	0	0	0
Total:	103	100	463	100

Sex

Sex	2019	2019	2020	2020
		(%)		(%)
Blanks/Choose not to disclose:	46	41	10	2
Male:	24	21	235	49
Female:	42	38	232	49
Total:	112	100	477	100

Sexual Orientation

Sexuality	2019	2019	2020	2020
		(%)		(%)
Blanks/Choose not to disclose:	49	45	67	14
Bisexual:	*	*	16	3
Gay/Lesbian:	*	*	15	3
Heterosexual:	59	55	376	79
Other:	0	0	*	*
Total:	108	100	474	100

Appendix 4: Board Equalities Monitoring Data (2017 – 2021)

1. * (star) indicates the result was 5 or less.
2. Blacked out cells indicate data that has been redacted to ensure individuals cannot be identified.
3. In 2021, following a consultation with the Equalities Advisory Panel, we updated our Equalities monitoring categories. Where changes have occurred, the data is separated into two tables: one showing data for 2017 to 2020 and the other 2021.
4. For the sections Race: Ethnicity and Nationality, and Religion/Belief, only the monitoring categories with data available are displayed. For the full set of Equalities monitoring questions and categories, [view Appendix 1](#).

Total Staff and Survey Responses

	2017	2018	2019	2020	2021
Total Board:	18	19	19	19	19
Total responses:	15	10	14	17	18

Response Rate

	2017	2018	2019	2020	2021
Response rate (%):	83	53	74	89	95

Age

Count

Age	2017	2018	2019	2020	2021
Prefer not to say:	0	0	0	0	*
16 – 24:	0	0	0	0	0
25 – 34:	0	0	*	*	0
35 – 44:	*	0	0	0	0
45 – 54:	*	*	*	*	*

55 – 64:	*	*	9	11	10
65 – 74:	6	*	*	*	*
Total:	15	10	14	17	18

Percentage

Age (%)	2017	2018	2019	2020	2021
Prefer not to say:	0	0	0	0	*
16 – 24:	0	0	0	0	0
25 – 34:	0	0	*	*	0
35 – 44:	*	0	0	0	0
45 – 54:	*	*	*	*	*
55 – 64:	*	*	64	65	56
65 – 74:	33	*	*	*	*
Total:	100	100	100	100	100

Disability

Consistent, but low number of Board members with disability from 2017 to 2021. The data is not displayed to ensure individuals cannot be identified.

Gender Reassignment

There are no members of the Board identifying as transgender from 2017 to 2021.

Marriage/Civil Partnership

Count

Marital status/Civil partnership	2017	2018	2019	2020	2021
Blanks:	0	0	*	*	*
Prefer not to say	0	0	*	0	*

Married:	11	7	10	13	10
Partnership:	0	*	0	0	0
Separated:	*	0	0	*	*
Divorced:	*	*	*	*	*
Ex Civil Partner:	0	0	0	0	0
Single:	*	*	0	*	*
Widowed:	0	0	0	0	0
I prefer to self-describe:	/	/	/	/	0
Total:	15	10	12	16	16

Percentage

Marital status/Civil partnership (%)	2017	2018	2019	2020	2021
Blanks:	0	0	*	*	*
Prefer not to say:	0	0	*	0	*
Married:	73	70	71	76	56
Partnership:	0	*	0	0	0
Separated:	*	0	0	*	*
Divorced:	*	*	*	*	*
Ex Civil Partner:	0	0	0	0	0
Single:	*	*	0	*	*
Widowed:	0	0	0	0	0
I prefer to self-describe:	/	/	/	/	0
Total:	100	100	86	94	89

Caring Responsibilities

Count

Caring responsibilities	2017	2018	2019	2020	2021
-------------------------	------	------	------	------	------

Blanks:	0		*	0	*
Prefer not to say:	*		0	0	*
None:	9		7	10	10
Primary carer of a disabled adult (18 and over):	0		0	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		0	0	0
Secondary carer:	*		*	*	*
I prefer to self-describe:	/	/	/	/	0
Total:	15	10	12	17	17

Percentage

Caring responsibilities (%)	2017	2018	2019	2020	2021
Blanks:	0		*	0	*
Prefer not to say:	*		0	0	*
None:	60		50	59	56
Primary carer of a disabled adult (18 and over):	0		0	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		0	0	0
Secondary carer:	*		*	*	*
I prefer to self-describe:	/	/	/	/	0
Total:	100	100	86	100	94

Dependents

Data is not disclosed due to low numbers to ensure individuals cannot be identified. We do note however that there is a consistent number of Board members with at least one dependent.

Race: Ethnicity**Count**

Ethnicity	2017	2018	2019	2020	2021
Blanks:			0		
Prefer not to say:			*		
White British:			8		
White Scottish:			*		
Other (please specify):			0		
Total:	15	10	12	16	16

Percentage

Ethnicity (%)	2017	2018	2019	2020	2021
Blanks:			0		
Prefer not to say:			*		
White British:			57		
White Scottish:			*		
Other (please specify):			0		
Total:	100	100	86	94	89

Nationality**Count**

Nationality	2017	2018	2019	2020	2021
Blanks:			0	0	
Prefer not to say:			*	*	
British:			7	10	
Scottish:			*	*	
Other (please specify):			0	0	
Total:	15	10	14	17	18

Percentage

Nationality (%)	2017	2018	2019	2020	2021
Blanks:			0	0	
Prefer not to say:			*	*	
British:			50	59	
Scottish:			*	*	
Other (please specify):			0	0	
Total:	93	100	86	94	89

Religion/Belief**Count 2017 – 2020**

Religion/Belief	2017	2018	2019	2020
Blanks:	0	0	0	0
Prefer not to say:	0	0	*	*
Church of Scotland:	*	*	*	6
Other Christian:	*	*	*	*
Roman Catholic:	*	*	*	*
None:	9	*	*	*
Total:	15	10	14	17

Percentage 2017 – 2020

Religion/Belief (%)	2017	2018	2019	2020
Blanks:	0	0	0	0
Prefer not to say:	0	0	*	*
Church of Scotland:	*	*	*	35
Other Christian:	*	*	*	*
Other Religion or Belief:	*	*	*	*
Roman Catholic:	*	*	*	*

None:	60	*	*	*
Total:	100	100	100	100

Count and Percentage 2021

Religion/Belief 2021	Count	%
Blanks:	*	*
Prefer not to say:	*	*
No religious affiliation:	*	*
Atheist:	*	*
Christian:	7	39
Other:	*	*
Total:	17	94

Sex

Count 2017 – 2020

Sex	2017	2018	2019	2020
Blanks:	0	0		*
Prefer not to say:	0	0		0
Female:	7	*		10
Male:	8	*		6
Nonbinary	0	0		0
Total:	15	10	13	16

Percentage 2017 – 2020

Sex (%)	2017	2018	2019	2020
Blanks:	0	0		*
Prefer not to say:	0	0		0
Female:	47	*		59
Male:	53	*		35

Nonbinary:	0	0		0
Total:	100	100	93	94

Count and Percentage 2021

Sex 2021	Count	%
Blanks:	*	*
Prefer not to say:	*	*
Female:	9	50
Male:	6	33
Intersex:	0	0
I prefer a term not listed:	0	0
Total:	16	73

Sexual Orientation

Count 2017 – 2020

Sexual Orientation	2017	2018	2019	2020
Blanks:			*	*
Prefer not to say:			*	*
Bisexual:			0	0
Gay Man:			0	0
Gay woman/Lesbian:			0	0
Heterosexual/Straight:			12	15
Not sure:			0	0
Other (please specify):			0	0
Total:	15	10	13	16

Percentage 2017 – 2020

Sexual Orientation (%)	2017	2018	2019	2020
Blanks:			*	*

Prefer not to say:			*	*
Bisexual:			0	0
Gay Man:			0	0
Gay woman/Lesbian:			0	0
Heterosexual/Straight:			86	88
Not sure:			0	0
Other (please specify):			0	0
Total:	100	100	93	94

Count and Percentage 2021

Sexual Orientation 2021	No.	%
Blanks:	0	0
Prefer not to say:	*	*
Asexual/aromantic:	0	0
Bi, pan or polysexual:	0	0
Gay, lesbian or homosexual:	0	0
Heterosexual:	13	72
Multiple identities:	0	0
I prefer term not listed:	0	0
Total:	16	89

Appendix 5: Volunteer Ranger Equality Monitoring Data 2020

1. All tables show count for the year 2020.
2. * (star) indicates the result was 5 or less.

Age

Age	2020
20 – 34:	9
35 – 49:	10
50 – 64:	11

Disability

Disability	2020
Yes:	/
No:	35

Race

Disability	2020
Prefer not to say:	*
White British:	34
White Irish:	*
Other White Background:	*

Sex

Sex	2020
Male:	13
Female:	25

Employment Status

Employment status	2020
-------------------	------

Self-employed:	7
Full-time employment:	16
Part-time employed:	*
Seasonal employment:	*
Seeking employment:	*
Formal training/ education:	*
Retired:	6
Sabbatical:	*

Household Income

Household income	2020
Prefer not to say:	*
Below £15k:	*
£15k – £24,999:	6
£25k – £35k:	10
£35k+:	9
Unknown:	*

Appendix 6: Equal Pay Policy Statement

1. 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
2. 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.
3. 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.
4. 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.
5. 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.
6. 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
 7. 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.
 8. 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 7: Equal Pay Audit

Executive Summary

1. Highlights:
 - a. The gender pay gap for 2021 was 17.44%. The gender pay gap has been coming down each year for the last five years, so whilst the pay gap is still higher than the national average, the work to reduce the pay gap is clearly having an impact.
 - b. The gender pay gap for part-time staff is -5.62, which is a significant improvement on the 2020 figure of 20.23%.
 - c. The female average salary is higher than the male in most grades (band C, D & F); and only lower than the male average in one grade (band E).
 - d. Band D, the largest band, with 31 staff, comprising 22 female staff and nine male staff has a gender pay gap of -2.5.
 - e. The middle management grade E has a gender pay gap of 4.65%, with six female staff and five male staff in the band.
 - f. Of the lower graded bands A to C, there is a zero pay gap at bands B and B1, and a -12.31% pay gap at band C.
2. Shadow Areas:
 - a. The full-time pay gap is 20.14%.
 - b. The highest paid grade (band G) comprises only male staff.
 - c. The senior management team (bands F, G and CEO) of 11 managers comprises only one female.
 - d. Of the 22 management posts (bands E to G + CEO), seven (32%) are female.

Background

3. 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.

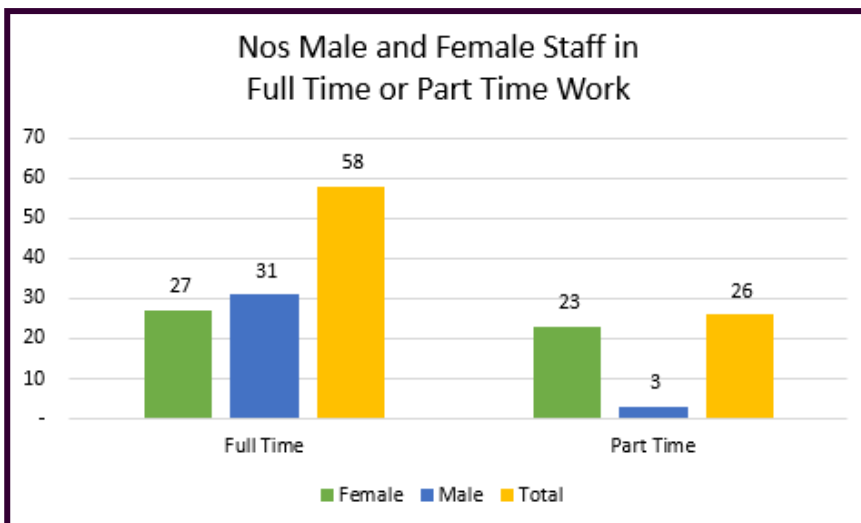
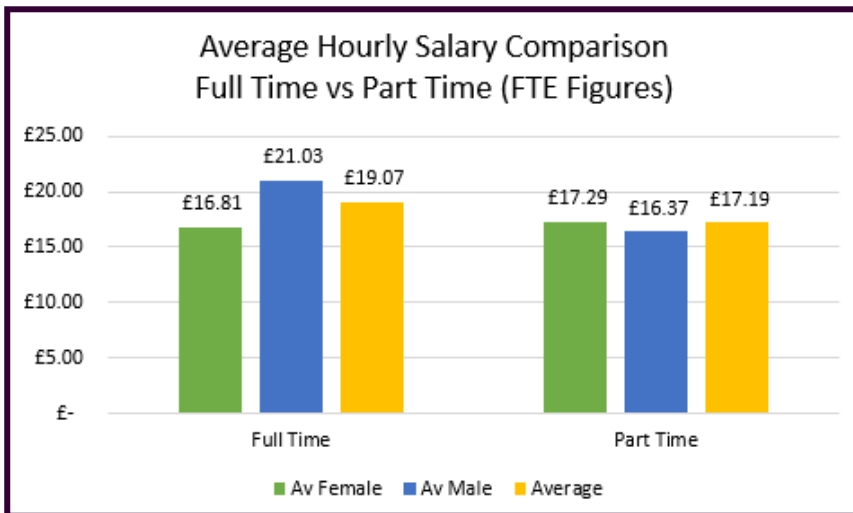
4. The CNPA has a robust and objective job evaluation system which is designed to eliminate all elements of potential discrimination in the grading of different jobs, but it is important that our processes are scrutinised to ensure that inequalities are not allowed to develop inadvertently. There may be sociodemographic reasons behind differences in pay or variations in numbers of male or female staff at different grades within the organisation which acts to skew some results, but it is not sufficient to assume that this is the case. Hence, we undertake a detailed review to seek to understand our equal pay position as fully as possible.
5. This equal pay audit was conducted using the salary levels and staff numbers as at 1st April 2021.
6. There are two measures of pay gap which we are required to report on – 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 potentially gives a more 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.
7. We have analysed the pay gap across full and part-time staff; across grades; across directorates; and then as an overall assessment, as follows:

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

8. Of our total 58 staff who work full-time, 47% are women, in comparison with 53% who are men. The full-time pay gap across the entire organisation (comparing women's full-time average hourly pay with men's full-time average hourly pay) is 20.14%. This is a deterioration on the 2020 figure, which was 15.89% and this figure is above Scottish average for full-time staff which is 7.5%*. Our analysis of these figures is as follows: Of the 27 full-time female staff, 44% are in the lower graded/paid bands A – C; 41% are in the middle paid range (band D); and 15% are in the higher graded/paid bands (E-G). Of the 31 full-time male staff, 29% are in the lower paid bands; 26% are in the middle range, and 45% 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

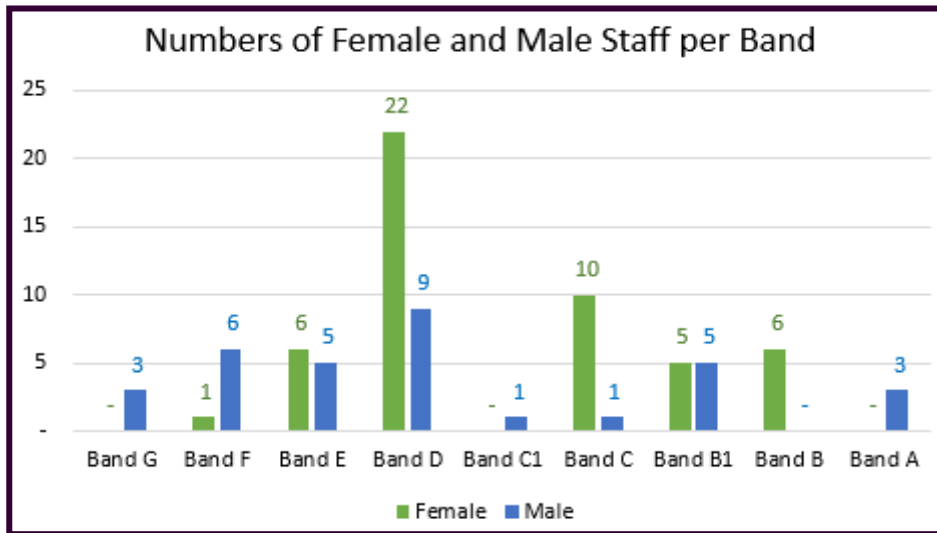
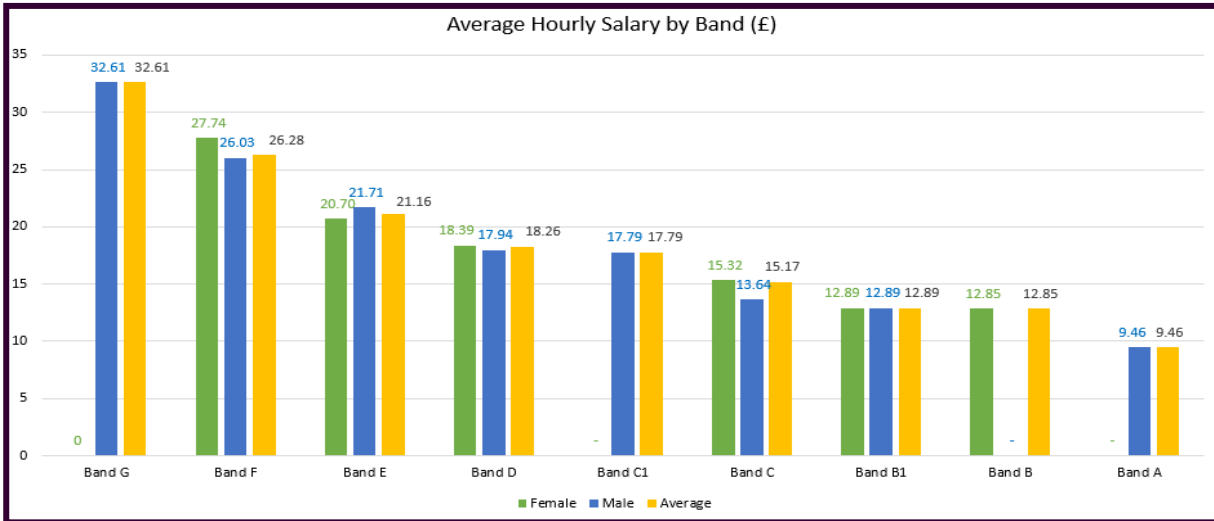
majority of female full-time posts are positioned in the grades that are at the middle range of the salary scale.

- 88% of the organisations' part-time staff are female, and 12% are male. The average part-time female salary is £17.29, which is higher than the average male part-time salary of £16.37, making the gender pay gap for part-time staff -5.62%. This is a significant improvement on the 2020 figure, which has the part-time gender pay gap at 20.23%. Of the lower graded posts bands A – C, there is only one part-time male member of staff, but nine part-time female staff; at the middle band D range, there are 11 part-time female staff, and one male; and at the higher salary band E, three are female and one male. There are more female part-time staff with a spread over the salary bands.



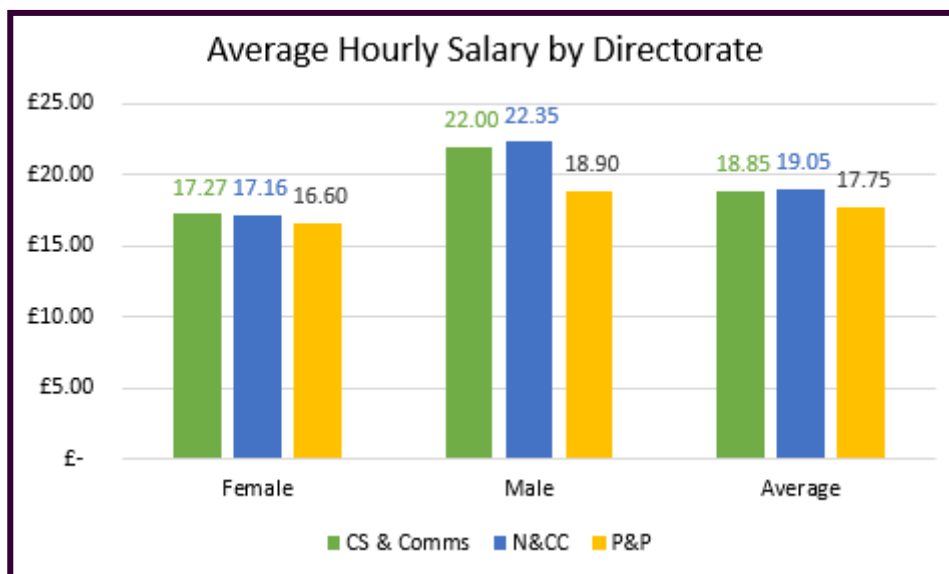
Results by Grade

10. The Equal Pay Audit found that there were variances in salary average between male and female across the grades, with the female average actually higher than the male in most grades (band C, D & F); and only lower than the male average in one grade (band E). However, three grades comprise only male staff (bands A, C1 and G) which includes both the lowest paid band A, and the highest paid band G. Band B comprises only female staff. In band B1 the gender pay gap is zero, with the average salary for both male and female the same.
11. Of the 31 staff in the lower graded bands A to C, 21 are female. There is a zero pay gap at bands B and B1, and a -12.31% pay gap at band C.
12. Band D is the largest band, with 31 staff, comprising 22 female staff and nine male staff. This is a Policy Officer level of grade/pay. The gender pay gap for this grade is -2.5%. six of the male staff are currently at the top of the salary band, most of whom having been with the organisation for at least five years, whilst nine of the female staff are at the top of their bands.
13. It should be noted that of the 22 management posts (bands E to G + CEO), seven (32%) are female in comparison to 33% in 2020, 37% in 2019 and just 25% in 2017. This represents fairly static movement for the Authority in terms of equal pay assessment over a time of budget restrictions and consequently limited staff recruitment. Despite the fact that the majority (90%) of senior management roles (F, G and CEO) are held by male staff, at the middle management level band E, there are six female to five male staff. There is still a 4.65% pay gap in this band, but this is again due to the fact that four of the six were newly appointed within the last three years and therefore placed at/near the bottom of the salary band, whilst all five of the male staff have been with the organisation for more than five years and three are at or near the top of the salary band. The pay gap in this band is also improving on the 2020 figure, which was 6.9%.
14. Despite evidence nationally of journey times having some discrimination against female staff, the CNPA's policies have countered this to date and there is no evidence of this issue within the Authority.

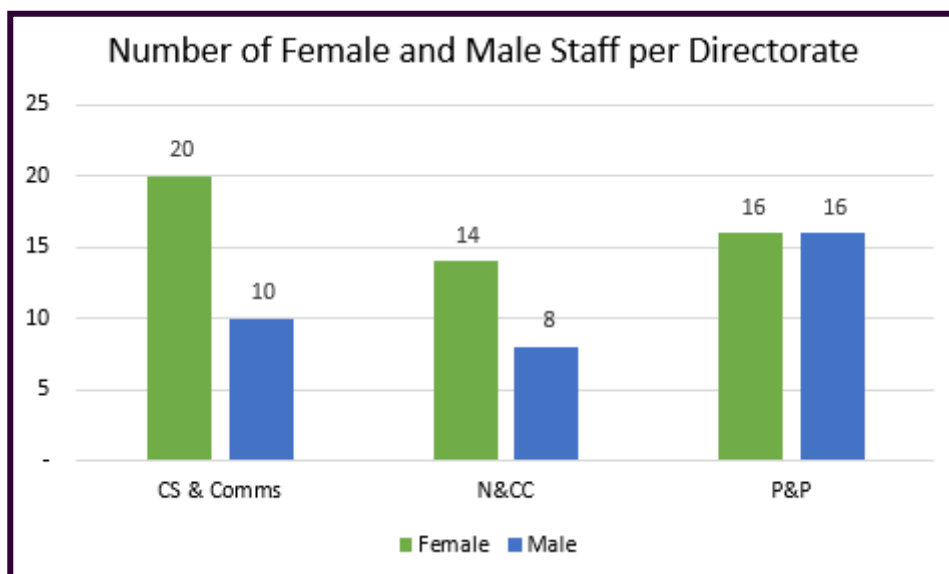


Results by Directorate

15. 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. 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 F and G across the organisation. However, the results of the analysis of pay by grade will also play into this position. We have identified above that there are gradually increasing numbers of females in middle management grades. As these members of staff are relatively new to the grade, they are still at an early stage of their journey times through salary grade. Consequently, there is a time lag in these positive improvements in gender balance showing into the analysis of salaries by grade and by their respective directorates.



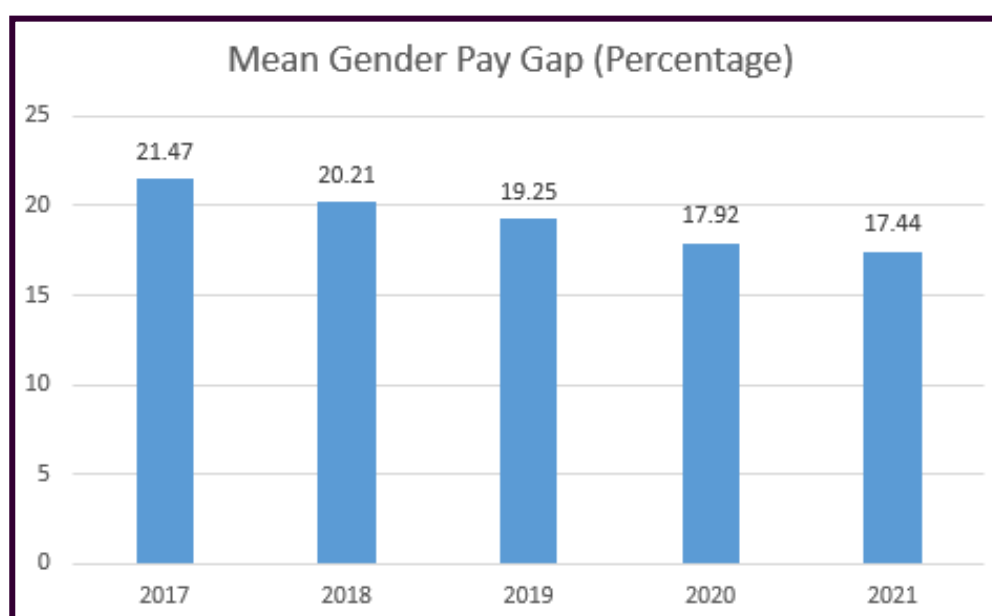
Directorate Gender:



Overall Organisational Results

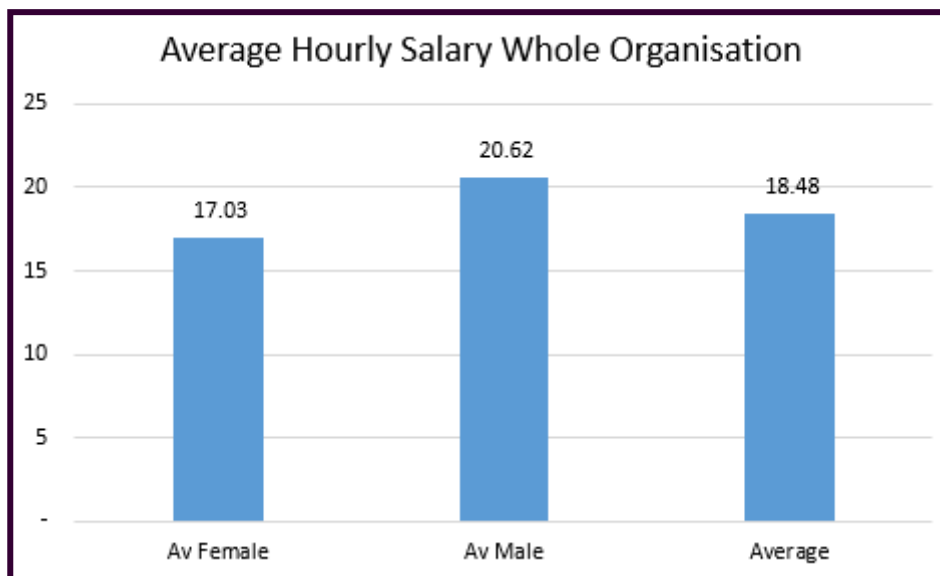
16. Across the organisation as a whole, there are 50 female staff and 34 male staff – so female staff make up 60% of the workforce. The overall average male hourly salary is £20.62 and the overall average female salary is £17.03 (the average hourly salary across the organisation is £18.48). This makes the mean gender pay gap (i.e. the difference in average hourly earnings between men and women) **17.44%** (and lower at 14.3% if you removed the CEO from the calculations). Whilst this figure is high, and is above the 2020 Scottish Gender Pay Gap of 10.4%*, it is showing a decreasing trajectory, being down on the CNPA’s 2020 Gender Pay Gap of 17.92%, the 2019 figure of 19.25%, the 2018 figure of 20.20%, the 2017 figure of 21.47%, and

the 2015 figure of 23.64%. The gender pay gap result therefore highlights an ongoing positive trend in the Authority's practices successfully narrowing the gender pay gap on this measure with a reduction in gender pay gap annually over the last six years. The foregoing analysis, highlighting an increase in female staff at policy officer and middle manager salary grades within the organisation at early stages in their journey times through salary bands also lays a good foundation for further reductions in gender pay gap in subsequent years.



17. If we use the median methodology to calculate the Gender Pay Gap, the figure is lower at 5.9%, which is a big improvement on the 2020 figure of 10%, the 2019 figure of 15.25%, and on the 2017 figure of 15.87%. This figure is also significantly lower than the 2020 Scottish Median Pay Gap of 10.9%.
18. This overall improvement can be explained by the following:
 - a. There were more male appointments to the lower graded band A – C posts than before – and band A now has three male and zero female staff, whilst band B1 has an equal split of five male and five female staff.
 - b. As part of our commitment to one of 2017 – 2021 Equality Outcomes (to ensure there is a gender balance in senior management positions), we have taken the following actions:
 - i. At recruitment we have reduced the number of essential criteria to ensure those that remain are indeed essential (research has indicated that women are less

- likely to apply for positions if they do not meet ALL the essential criteria), All job descriptions have to be approved by the HR team, who will robustly challenge the perception of the necessity for each essential criterion;
- ii. Most posts are now advertised with the potential of being part-time or job share;
 - iii. All recruitment panels contain male and female members;
 - iv. Recruitment advertising has been revamped to highlight the benefits of flexible working;
 - v. There is more joined up recruitment with similar public sector organisations and we are supportive when possible of secondment opportunities;
 - vi. We removed core hours and improved remote accessibility to IT facilities; and
 - vii. Ongoing review of organisational structure with more policy positions being developed at lower grades, which were traditionally where only 'admin' roles, more heavily slanted towards women were graded. There are now more male staff in lower graded post than there have been historically.



Overtime

19. Overtime is paid only in exceptional circumstances and makes up a small element of the pay bill.

Recruitment Statistics (April 2020 – March 2021)

20. In 2020 a total of 21 posts were recruited and 20 were appointed. All posts were advertised internally in the first instance.
21. There were 13 internal applicants with four internal appointments. Of the 13 applicants, five were female, and of the internal appointments two were female. This is further positive evidence of work adapting roles/contracts and also supporting development of staff for career progression.
22. In 2020, of a total of 477 external applicants there were 232 (49%) male applicants and 235 (49%) female, with 10 not disclosing. Of the 17 posts appointed through the external round, eight (47%) were male and nine (53%) female.
23. So, overall there was an equal total number of male and female applicants, but there were more female appointments (52%) than male (48%).

Conclusions from the Audit

24. 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 ensure this type of discrimination does not happen within Cairngorms NPA.
25. 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. More part-time or job share roles at the higher band E have been appointed, which shows that we are successfully challenging the organisational cultural perception that posts cannot be delivered at that level in part-time hours.

26. The gender pay gap is improving, and we are starting to see the impact of the interventions implemented to support the Equality Outcomes of ensuring there is a gender balance in the senior positions. However, we cannot become complacent, and recognise that continued work and monitoring must be an organisational priority going forward. The newly developed Equality and Advisory Forum will play a key role in scrutinising, challenging and supporting this action.

***Close the Gap Working Paper (2022)** ([view Close the Gap | The pay gap report](#))

April 2021

Appendix 8: Progress Report of Equality Outcomes and Action Plan (2017 – 2020)

Outcome 1: Ensure a gender balance in senior management positions

Action 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.
Progress Review	We are still in the process of developing a mentorship programme. Due to the low number of female staff, we recognised the disproportionate strain on female staff and will expand the mentorship programme to include wider protected groups.
Aim	To increase confidence, knowledge and understanding of staff in junior posts of the roles, responsibilities tensions and coping techniques at more senior posts.
Target	30% staff take up mentorship opportunity
Protected Groups	Women (gender)
Partners	HR team
Action 2	Recruitment procedures will be reviewed: <ol style="list-style-type: none"> To ensure all the Essential criteria in job specs are indeed essential. To ensure all posts are advertised with the potential of being part-time or job share. To ensure gender balance on recruitment panels is made explicit Recruitment advertising should highlight support for home working. Recruitment application packs should contain information about childcare and accommodation provision in the area.
Progress Review	Target: From 2018 to 2020, the total number of female applicants for management positions met the target of 50%. This was not met in the first year of reporting (42% female applicants in 2017) but rose to 52% in 2020. Of the nine management posts appointed 2017 to 2020, five were female and four were male. The following actions/interventions have been implemented: <ol style="list-style-type: none"> All job descriptions are scrutinised by HR prior to recruitment. HR has challenged the essential criteria on most occasions, and to date we have

	<p>secured line manager approval to remove criteria that HR have considered to be nonessential.</p> <p>b. 2017 – 2019: We did not advertise ALL posts as having the potential to be part-time, but we seriously scrutinised vacant posts to see if we could challenge the perception that they needed to be full-time. As a result of this two band E management posts that were vacated as full-time posts were advertised on the basis that part-time hours might be considered. Both these posts were filled by female staff who now work part-time hours.</p> <p>c. In the last two years and during the COVID-19 pandemic all posts that were organisationally considered to require full-time hours have been advertised as full-time posts, but with the caveat that part-time hours of up to 30 hours per week may be considered, as well as job shares.</p> <p>d. Recruitment policy was amended to make it explicit that recruitment panel must be gender balanced</p> <p>e. We have completely overhauled our recruitment adverts on our website and they all now 'sell' our family friendly benefits, which include home working</p> <p>f. Recruitment application packs are still being developed and don't yet include information on local childcare provision. This action will be carried forward</p>
Aim	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.
Target	At least 50% applicants for senior/managerial positions are women.
Protected	Women (gender)
Partners	HR team
Action 3	More joined up recruitment with similar public sector organisations, and opportunities for staff to go on secondments.
Progress Review	<p>Target: Our target was 2% staff going on secondments – we achieved 1%.</p> <p>a. We have also supported a young female graduate intern on a short term secondment to SNH, thereby supporting her to increase her skills and employability.</p> <p>b. We are part of the Environment and Economy Leaders Group (EELG), which comprises HR lead staff from NatureScot, Loch Lomond and the Trossachs National Parks Authority (LLTNPA), Scottish Environment Protection Agency</p>

	<p>(SEPA), Forestry Commission and more. We secured agreement from the Unions that staff from these organisations would be included in the initial internal recruitment process of each organisation – creating more joint up recruitment in the sector.</p> <p>c. We also developed wider recruitment opportunities such as graduate schemes, internships and apprenticeships.</p>
Aim	Staff gain new skills in a new environment where these opportunities might be limited at CNPA.
Target	2% staff go on secondments.
Protected Groups	Women (gender)
Partners	HR team
Action 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).
Progress Review	<p>Target: We have achieved 2.6% actual job shares in the last four years.</p> <p>a. We have developed several job shares in the last four years. Most notable is a senior band E manager post that was vacated as a full-time post. We readvertised this post into two part-time posts which could either be filled by one person doing both jobs or by two people. Following a competitive recruitment exercise, the posts were filled by two women working part-time hours, one of whom was an internal promotion from a role two grades below, into a management post.</p> <p>b. We had another role where the officer submitted a flexible working request to reduce their hours by half. This was agreed and a job share was developed with the remaining half of hours successfully filled.</p> <p>c. All vacant posts are advertised on the basis that job share may be considered.</p>
Aim	Create opportunities for staff to develop and move into promoted roles.
Target	From 0% job shares to 1% job shares.
Protected Groups	All staff
Partners	HR team


Action 5	Review training policy and budgets: <ul style="list-style-type: none"> 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.
Progress Review	<p>Target: see action 2, progress review.</p> <ul style="list-style-type: none"> a. We delivered the line manager training in 2018 for staff new to line management, including those who were promoted internally into management roles. The course was delivered again in 2019 and several of the delegates were not yet line managers, but staff who had either applied for line manager roles, or whose roles involved an element of supervision of people. b. Aspirational Training is an area of focus for the staff appraisal discussion, which was completely revamped in 2019, and now involves six weekly conversations. c. All staff are given three paid days to attend work shadowing or volunteering opportunities, which is promoted regularly through the Intranet
Aim	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.
Target	At least 50% applicants for senior/managerial positions are women.
Protected Groups	All staff
Partners	HR team
Action 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
Progress Review	<p>Target: see action 2, progress review.</p> <p>To date, budgetary constraints have meant that we have not yet been able to take this forward. Additionally, government restrictions due to the COVID-19 pandemic reduced opportunities for face-to-face events. Adjustments were thus made to support parents and carers to adjusting to homeworking environments (e.g. home-schooling parents support group).</p>
Aim	Requirement to attend such events is not seen as a barrier to applying for senior positions.

Target	At least 50% applicants for senior/managerial positions are women.
Protected Groups	All staff
Partners	HR team
Action 7	Ensure there is senior management awareness of perceptions about organisational culture. This to be done through actions identified through our organisational development strategy 2.
Progress Review	Target: see action 2, progress review. This has been flagged to our Management Team and has also been flagged to the Equalities Advisory Panel.
Aim	Women feel they are not disadvantaged by their inability to access informal networks.
Target	At least 50% applicants for senior/managerial positions are women.
Protected Groups	All staff
Partners	HR team, Senior Management Team (MT)
Action 8	Review Flexible Working policy and investigate possibility of allowing remote working out with standard working hours.
Progress Review	Target: see action 2, progress review. a. The policy was reviewed and core hours were removed such that staff can work their daily contractual hours any time between 07:30 and 18:30. b. In addition we review each individual request on a case by case basis and have recently approved a request for a combination of compressed hours and working from home. This request challenged our traditional approach but we identified mechanisms to support approval of the request. c. During the COVID-19 pandemic, all staff worked from home, and all staff were given the opportunity to work their hours at any times that suited their personal circumstances. If staff could not work their contractual hours due to caring responsibilities, they still received full pay.
Aim	Minimise the impact of childcare responsibilities on ability to work efficiently and develop within the organisation.
Target	At least 50% applicants for senior/managerial positions are women

Protected Groups	All staff
Partners	HR team

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

Action 1	We will develop additional web-based visitor information promoting experiences that are affordable and accessible.
Progress Review	<p>Target: We almost achieved our target with 9% proportion of disabled visitors and exceeded our target with 30% of visitors from C2/D/E bands in 2019/2020.</p> <p>a. 17 community path leaflets and two composite 'Easy Access Path' leaflets were produced for the CNPA website. Work in 2021 has allowed this information to be accessible online and via mobile phone. We developed an interactive map that allows you to search by location, type of walk and difficulty level.</p> <p>b. The 'Discover & Explore' web pages have been updated to promote free ways to enjoy the park and information on accessible activities and paths (view Access for All abilities section on CNPA webpage).</p>
Aim	To improve range and quality of information promoting accessible low cost and free experiences in the park.
Target	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E band visitors from 20% to 25%.
Protected Groups	All
Partners	Communications team, Visitor Experience team
Action 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: <p>a. Review and update existing publications by 2018.</p> <p>b. Implement on all new publications from 2017.</p>

<p>Progress Review</p>	<p>Target: see action 1, progress review.</p> <p>a. When community path leaflets are reprinted they now include the national grading system making the understanding of the route much easier.</p> <div data-bbox="427 398 868 510" style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <p>Pavement, well made path.  1 mile / 1.6 km Allow 30 mins easy</p> </div> <p>b. New Welcome Leaflet were published in 2019 and CNPA working in partnership with SNH on a new Explore for a Day Leaflet, view SNH Explore for a day leaflet.</p> <p>c. Tread Lightly leaflet being simplified to make the responsible access issues clear and easy to understand.</p>
<p>Aim</p>	<p>To improve range and quality of information promoting accessible low cost and free experiences in the Cairngorms National Park.</p>
<p>Target</p>	<p>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%.</p>
<p>Protected</p>	<p>All</p>
<p>Partners</p>	<p>Visitor Experience team</p>
<p>Action 3</p>	<p>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.</p>
<p>Progress Review</p>	<p>Target: see action 1, progress review.</p> <p>a. The community engagement process document prompts completers to consider equalities considerations by including a section on 'inclusion'.</p> <p>b. Statutory consultation on Local development plan main issues report and proposed Local development plan (2021) increased use of digital and social media to provide bite sized information targeted at disabled and younger audience.</p> <p>c. CNPA public meetings are held at Disability discrimination act (DDA) approved venues and meeting notices ask if there are any special needs to be accommodated (e.g. hearing loops)</p>
<p>Aim</p>	<p>To ensure staff consider all aspects of the engagement process.</p>
<p>Target</p>	<p>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%.</p>

Protected Groups	All
Partners	Communications team, Visitor Experience team, Public relations department
Action 4	Information will be promoted in targeted periodicals (e.g. Enable magazine) by advert or editorial.
Progress Review	Target: see action 1, progress review. a. Inclusion events in the Cairngorms Nature Big Weekend programme aim to encourage all ability and minority group attendees. We work with Backbone and Alzheimer Scotland who promote this opportunity with their members. b. We have not made use of editorials and will address this in our updated communications strategy.
Aim	To improve range and quality of information promoting accessible low cost and free experiences in the Cairngorms National Park.
Target	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%.
Protected Groups	All
Partners	Communications team, Visitor Experience team
Action 5	We will work with public sector partners to ensure that visitor facilities developed and promoted to encourage access for all: We will request that Visit Scotland incorporate equalities into their Total Quality Destination work in Cairngorms National Park.
Progress Review	Target: see action 1, progress review. a. CNPA support Tomintoul Local Information Centre and Ballater Visitor Information Centre to deliver clear easy to understand visitor information (e.g. accessible information panels). b. CNPA is in partnership with 10 Local Information Centres providing training and support to encourage the provision of easy to access information. c. Visit Scotland Total Quality Destination cooperative work is delayed by COVID-19 pandemic. Visit Scotland are committed to completing this project when conditions are right.

Aim	To improve range and quality of information promoting accessible low cost and free experiences in the Cairngorms National Park.
Target	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%.
Protected Groups	All
Partners	CNPA, Visit Scotland, LA's SNH, FCS
Action 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.
Progress Review	Target: see action 1, progress review. a. Work in 2019 with Visit Scotland considered how we can best promote Accessible Tourism through the 'Make it Yours' campaign. b. Some 290 partner staff have undertaken the 'Make it Yours' training that raises awareness of the opportunity to promote access for all. This work included all 10 Local Information Centres we partner with.
Aim	To improve range and quality of information promoting accessible low cost and free experiences in the Cairngorms National Park: a. Deliver 'Make It Yours' to 200 visitor facing staff. b. Deliver business training to 12 businesses.
Target	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%.
Protected Groups	All
Partners	CNPA CBP
Action 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
Progress Review	Target: We achieved our target with 2.4% of BME visitors in 2019/2020.

	<p>a. Communication and social media plan for the Cairngorms Nature Big Weekend (CNBW) has been adapted to target minority groups who are underrepresented in the conservation field. Website content included easy read and read aloud software.</p> <p>b. The CNBW weekend 2018 event included Caberfeidh Horizons, Richmond Fellowship (mental health and mental disability), and Branching Out (mental health).</p> <p>c. Backbone, Healthy Minds mental health group and Alzheimer Scotland both brought groups to the Cairngorms Nature Big Weekend 2019 and all activity providers have been encouraged to make events more accessible; accessibility is highlighted in the programme.</p> <p>d. Since 2020 all group work with inclusion partners was halted due to restrictions on group gatherings and travel. We were however able to transfer the CNBW 2020 event online, hosting virtual online webinars and encouraging safe access to park with informational videos and blogs. And COVID-19 guidance allowing, work is underway to host CNBW in May 2022.</p>
Aim	Cairngorm Nature Festival will become an annual event, including promotion through Backbone and attracting minority groups
Target	Increase the proportion of BME visitors from 1% to 2%.
Protected Groups	All
Partners	CNPA, Backbone
Action 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.
Progress Review	Target: see action 1, progress review. No new visitor infrastructure projects identified in reporting period and the Inclusive Cairngorms forum has been superseded by the Equalities Advisory Panel.
Aim	All large visitor programmes and projects delivered by CNPA to have EQIA and consult with Inclusive Cairngorms.

Target	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%.
Protected Groups	All
Partners	CNPA, Inclusive Cairngorms
Action 9	We will continue to work with Backbone to develop community leaders that provide opportunities for black and minority ethnic groups to visit the park.
Progress Review	<p>Target: see actions 1 and 7, progress review.</p> <p>a. Groups from across Scotland came to the National Park in September 2017 to celebrate Scotland's diversity at the Outdoor Festival for All. Over 200 people attended from inclusion groups including: Young Muslim Sisters from Glasgow; Hindu Mandir, an Asian elders group from Edinburgh; the Welcoming Project – Edinburgh who work with Refugee & Asylum Seeker family groups; Dundee International Women's Centre; and the Yusaf Youth Initiative also from Dundee and the Rainbow Group – Falkirk that includes multicultural family groups.</p> <p>b. 2019 saw work beginning with Highlands Migrant and Refugee Association (HIMRA) through Backbone. To date, two groups have visited the park and plans are in place for further visits.</p> <p>c. Due to COVID-19 restrictions, all work with groups in 2020 and 2021 was halted. As lockdown guidance eased towards the latter half of 2021, we were able to host and co-fund another Outdoor Festival for All in October 2021. 95 members of the refugee and asylum seeker communities from Alness, Dingwall, Inverness and Aberdeen attended. Our staff led conservation-based and physical activities with small groups, and ran an information tent to promote visitor information.</p>
Aim	Deliver one Festival for All in Cairngorms National Park during the period attracting 100 – 150 participants
Target	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%.

Protected Groups	People from black and ethnic minorities
Partners	CNPA, Backbone
Action 10	We will continue to get people more active
Progress Review	<p>Target: 2017 – 2019: around 140 walkers per week, 2020/2021: around 100 walkers per week.</p> <ol style="list-style-type: none"> The Wee Walks Week (WWW) in September continues to encourage the inactive and less active to walk and cycle. In 2018 WWW involved 439 participants. In partnership with Aberdeenshire Council, CNPA rationalised the Health Walks programme so that we support the 16 walks within the park; we have restructured internally to ensure this work is sustainable. Health walk leaders have participated in dementia friendly walk leader training and the Nethy Bridge group successfully gained Dementia Friendly Accreditation. Pre-COVID, over 140 individuals per week walked as part of a Health Walk in the park. Currently eight Health Walks have successfully resumed with around 100 individuals walking per week. It is hoped that the other groups will resume in the near future. We are working with Green Health NHS Highland to address COVID-19 pandemic impacts and widening reach to new priority groups in Badenoch & Strathspey.
Aim	Expand the GP Health Walk referral scheme
Target	Increase the number of health walkers from 652 (2014/15) by at least 20%
Protected Groups	Older people, young people, health inequality, people who are inactive
Partners	CNPA, GPs
Action 11	The travel grant scheme will give higher priority to disability, BME and groups from socially disadvantaged areas.
Progress Review	Target: travel was greatly restricted in the latter half of the reporting period, particularly between local areas depending on the government 'levels, which has impacted on achieving our target.

	<p>a. 2017: 46 travel grants were awarded 17 (37%) to underrepresented groups</p> <p>b. 2018: 55 travel grants were awarded, six (11%) to underrepresented groups</p> <p>c. 2019: 15 travel grants were awarded, 13 to school groups and two to disadvantaged groups</p> <p>d. In 2020 no travel grants were awarded due to COVID-19 restrictions</p> <p>Going forward the travel grants scheme will resume with guidance allowing.</p>
Aim	Increase number of new visits to Cairngorms National Park by underrepresented groups.
Target	Increase the proportion of awards made to underrepresented groups from 24% to 35% by 2020.
Protected Groups	All groups including low income.
Partners	CNPA, Visitor Experience team

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

Action 1	<p>Establish and implement systems for gathering equality data for formal consultations, engagement events, and key Cairngorms National Park Groups and Forums to establish baseline data for future monitoring including:</p> <p>a. Proforma for informal gathering of data at events.</p> <p>b. Inclusion of voluntary equality questions in feedback/online questionnaires.</p> <p>c. Review of membership and Groups and Forums to gather equality data on membership.</p> <p>d. Utilise online tools/social media to proactively research information on those we engage with.</p>
Progress Review	<p>Target: We have incorporated equalities data gathering mechanisms into engagement event feedback forms.</p> <p>a. In October 2018, CNPA hosted 'Women in Wellies' with 170 attendees, which was a one-day event to inspire young women to choose rural careers.</p>

	<p>The online feedback form (Survey Monkey) showed that 10% of attendees completed it, 56% were aged 13-16; 6% aged 20-26; 11% aged 26-30; 11% aged 31-45; 17% aged 46+.</p> <p>b. Cairngorms Nature Big Weekend (CNBW) evaluation includes equality statistics. We also benefit from Backbone event survey reporting of the CNPA co-funded Outdoor Festival for All.</p> <p>c. Equality survey sent to CNPA led advisory groups and forums and results provided a baseline to help focus our priorities and targets for future equality outcomes; results show 16.14% of those involved are under 45 years of age and 3.7% from a non-white ethnic background. We also asked candidates for the Equalities Advisory Panel to complete an Equalities monitoring form as part of the recruitment process.</p> <p>d. Equalities data collected voluntarily during Local development plan (LDP) 2021 consultation processes. LDP consultation processes used digital information and social media to provide bite sized information to engage with younger audiences.</p>
Aim	Baseline information in place from which to monitor improvement and plan communications activity.
Target	Baseline data and monitoring in place for start of new Corporate Plan (2018).
Protected Groups	All
Partners	Rural development, Communications team
Action 2	Utilise equality figures of key 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 proactive initiatives, targets and monitoring to address these.
Progress Review	<p>Target: no baseline data, 2019 equalities survey of stakeholder forums and groups showed 16.4% under 45 years, 3.7% non-white ethnic background, 52% male and 42% female.</p> <p>a. CNPA Board in 2019 has a gender split of 10 women to nine men. The Convener is 26 years old and vice convener is female.</p>

	<p>b. The new Cairngorms Upland Advisory Group (CUAG) has been set up to replace the Cairngorms Deer Advisory Group which had a gender split of two female to 22 male. The split in the current CUAG is seven female to 12 female, an increase of 29% female representation.</p> <p>c. Review of equality survey results show whilst the gender split has improved we need to focus our activities to increase engagement with people under 45 years of age and from minority ethnic backgrounds.</p> <p>d. Equalities Advisory Forum established to replace Inclusive Cairngorms with a fresh remit to support our equality work – first meeting held on 28 October 2020.</p>
Aim	Key Cairngorms National Park groups and forums are better representative of key equality groups and take ownership of trying to improve equality.
Target	10% increase in women and under 35-year-olds involved in groups and forums.
Protected	Women and under 35-year-olds.
Partners	CNPA (Senior management), (Association of Cairngorms Communities, Local outdoor Access Forum, Cairngorms Upland Advisory Group, Cairngorms Nature Steering Group, Cairngorms Economic Forum, Cairngorms Tourism Partnership and others)
Action 3	Review Stakeholder engagement list to identify any gaps in equality groups and opportunities to improve coverage.
Progress Review	<p>a. We reviewed our Equalities Advisory Panel membership list in November 2021 and discovered that we were underrepresented in race, religion/belief and transgender protected characteristics. We thusly opened up three positions for recruitment and appointed three new members to the panel in January 2022.</p> <p>b. A EUROPARC Youth Manifesto was launched at the EUROPARC Conference in the Cairngorms National Park in September 2018. It calls for organisations and communities to engage with their young people to create new opportunities for living, learning and working in rural communities and protected areas. Following this event, a CNPA Youth Council was established to involve young people in governance and decision-making</p>

	processes; and develop grant awarding function that supports innovative projects involving and benefitting young people.
Aim	Ensure key equality groups are included on the CNPA stakeholder engagement list.
Target	CNPA stakeholder engagement list includes equality baseline information and gaps in equality groups filled.
Protected Groups	All
Partners	CNPA (Senior management and Communications)
Action 4	Develop, trial and monitor new engagement mechanisms to increase responses from hard-to-reach groups.
Progress Review	<p>Target: no baseline data, 2019 Local development plan (LDP) consultation showed of those surveyed (15%), 12% under 45 years (3% under 35 years), 6% with disability, 56% male and 40% female.</p> <p>a. Cairngorms Capercaillie project implemented innovative 'story mapping' techniques alongside ranger workshops, drop ins and direct canvassing to specifically target hard-to-reach groups.</p> <p>b. Local Development Plan consultation process used videos and social media to involve hard-to-reach groups.</p> <p>c. The 2021 National Park Partnership Plan (NPPP) consultation draft document was converted into an easy read format, multiple downloadable formats of the document were provided. We applied diverse imagery in promotional materials and received a comprehensive consultation document from the Equalities Advisory Panel. We also implemented a new mechanism to collect responses; an interactive heat map that allowed feedback to be linked to specific location markers with an accessibility software app that allowed contributors to adjust website settings according to their individual accessibility needs.</p>
Aim	More responses are received from Women and Under 35-year-olds.
Target	10% increase in formal consultations (where baseline data established).
Protected Groups	Women and under 35-year-olds

Partners	CNPA (Rural development and Communications)
Action 5	Formalise inclusion of people with disabilities in the stakeholder training we provide by: Making it explicit in advertising emails and on the website that we will endeavour to make and pay for special arrangements for people with disabilities to attend training courses.
Progress Review	Funding for this training project is no longer available and this action has not been progressed.
Aim	More people with disabilities will engage with stakeholder training offered by CNPA.
Target	10% increase on attendance on training by people with disabilities.
Protected Groups	People with disabilities
Partners	CNPA (Land management and Communications)
Action 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.
Progress Review	Target: Standard equalities survey in place for use by all staff for events & consultations a. The Cairngorms Nature Big Weekend evaluation includes equality statistics b. We also benefit from Backbone event survey reporting on CNPA co-funded inclusion events such as the 'Outdoor Festival for All'. c. Minutes from the Equalities Advisory Panel meetings are routinely uploaded to our website, view Equalities Advisory Panel meeting minutes .
Aim	The profile of equality issues is raised with all staff and partners.
Target	Standard reporting format in place by start of 2017/18 financial year.
Protected Groups	All
Partners	CNPA (Senior management)

Appendix 9: Equality Outcomes and Actions (2021 – 2024)

Outcome 1	Our workforce will become more diverse
Action 1	Assessing the reach we have as an organisation in terms of recruitment, and taking practical steps to extend that reach, understand how we are perceived by certain equality groups as an employer, how we present ourselves externally and what people's experience is of the recruitment process and beyond to development and progression
Action 2	We will encourage a higher staff uptake of reporting on Equalities data
Action 3	We will seek to ensure that all our staff welcome diversity in the staff group
Outcome 2	Promoting and celebrating a National Park for All Visitor
Action 1	Promoting targeted opportunities to support people from protected groups to visit and enjoy the park
Action 2	Developing partnerships to support protected groups to visit and enjoy the park
Outcome 3	Ensuring and enhancing more inclusive access to nature
Action 1	Increasing our understanding of barriers to inclusion and access to nature for hard-to-reach groups through improving baseline data and data gathering methods
Action 2	Improving promotion and quality of opportunities for hard-to-reach groups to become involved with and access the park
Action 3	We will work in partnership with local businesses, health sector and community groups to improve inclusion and access to the park
Outcome 4	More equality groups participate in CNPA led consultations and stakeholder forums/groups to influence decisions made in relation to the management of the park
Action 1	Improving reporting processes and effective feedback loops to increase engagement with protected groups
Action 2	Improving digital accessibility and inclusive communications, in particular publications, video/stream content and the CNPA website
Action 3	Diversifying and improving representation of protected groups in consultation and promotional material

CAIRNGORMS
NATIONAL PARK AUTHORITY

ÙGHDARRAS PÀIRC NÀISEANTA A'
MHONaidH RUAIDH

Published by
Cairngorms National Park Authority
14 The Square
Grantown-on-Spey
PH26 3HG

Email: equalities@cairngorms.co.uk
www.cairngorms.co.uk

© CNPA, April 2022. All rights reserved.