

**CNPA DISABILITY EQUALITY ACTION PLAN**  
(December 2006 – December 2009)  
Update June 2009

**Aim 1 – To promote equality of opportunity between disabled persons and others.**

Outcome	Action	Timescale	Accountable	Update June 2008	Update June 09
<b>Objective 1</b> CNPA staff and Board to be aware of disability issues and how they can promote equality	1. All staff and Board to be trained in awareness of disability issues and how to ensure accessibility to our services for those with disabilities	by end 2007, repeated at 2 year intervals. Build into induction programmes of new staff and Board	HR Manager/ Social Inc. Officer	Disability awareness training implemented attended by 50 staff and 3 Board members. Further training planned for new staff, and board members through 2008/09.	Recruitment of new HR manager has delayed training. But Training for Board and New staff planned for late 2009 into 2010.
<b>Objective 2</b> Public and private meetings set up by CNPA should have the highest levels of accessibility possible for those with disabilities	1. Guidance made available to all staff and external presenters on how to hold accessible meetings, 2. Register built up of accessible venues in the Cairngorms area.	1. Ongoing from 2006 2. By Dec 2007	1.Social Inclusion officer/ Communications officer 2. Admin Support	1. Template piloted and evaluated for Park for All conference in Nov 07. Guidance will be incorporated into Corporate Style Guidelines July 08. 2. Register of venues and village halls held and kept up to date by CNPA Admin team.	1. Accessible meetings guidance included in Facilitator training workshops with all staff held in late 2008. Plan to put together pack for holding meetings by autumn 09, consulting with Inclusive Cairngorms..
<b>Objective 3</b> To develop a system for the impact assessment of CNPA policies and procedures to ensure that disability equality is considered in all policy development	1. Developing Equality Impact assessment system in conjunction with GES and RES Action Plans 2. Identify and prioritise CNPA policies and procedures for impact assessment based on consultation with Inclusive Cairngorms Group 3. Evaluate guidance on completing Park for All section in Board papers (which will contribute towards impact assessment of	1. July 2007  2. Oct 2007.  3. March 2008  4. April 2008	Education & Inclusion Manager    3 Head of Strategy and Communications	1. Training scheduled for July 08 involving staff from all CNPA groups, Inclusive Cairngorms and SNH. 2. Prioritising will follow. Actual implementation of impact assessment pushed back due to complexities in getting it right (not fully appreciated when Action Plan was written) and to allow fuller involvement of Inclusive Cairngorms Group. 3. Review of Board paper format	1. 14 staff attended EqIA training in Jul and Oct 2008. 2. Priority policy areas identified by Inclusive Cairngorms in Jan 09 and EqIA process approved by Management Team in May 09. Two full EqIA completed for Core Paths Planning and recruitment policies.

	<p>new policies)</p> <p>4. Set out a timetable for review of high / medium / low priority policies and how regularly they should be reviewed thereafter:</p> <p>5. Inclusive Cairngorms Group to be involved in impact assessment of policies to ensure that we understand things from the perspective of a wide mix of disabled people</p> <p>6. Consultation with Inclusive Cairngorms over further areas of development to promote disability equality across all policy areas.</p>	<p>5. April 2007.</p> <p>6. Ongoing throughout 2006-09</p>		<p>to be complete by Sept 08. This will include more detailed guidance on completing Park for All section to include equalities considerations.</p> <p>4. Will follow IA training in July 08.</p> <p>5. See 1 above</p> <p>6. Inclusive Cairngorms have input into assessing accessibility of CNPA building and new reception area, and had a substantial input into the Park For All conference on Community Transport in October 2007. (Overall conference design, designed disability workshops, and informed pre conference information and evaluation of conference).</p>	<p>3. Review of Board Paper now planned for summer 09.</p> <p>4. Meetings with Programme Managers in late June / July 09 to prioritise activities within Operational Plan and set Action Plan for EqIA.</p> <p>5. see 2 above. Also sub-group of IC been formed to screen grant applications for equalities impacts.</p> <p>6. Consulted IC re development of guidance on path signage, leaflets, Cairngorms Explorer, community engagement</p>
<p><b>Objective 5</b> CNPA to be able to demonstrate the effects of the National Park Plan delivery on disability equality</p>	<p>1. Monitoring mechanisms to be built into the National Park Plan to ensure that disability equality is measured.</p>	<p>December 07</p>	<p>Strategic Planning and Policy Officer</p>	<p>Monitoring mechanisms will be developed to impact assess the guiding principles in the Park Plan following the training in July 08. The CNPA's performance can be measured by the Corporate Plan, which includes outcomes related to the CNPA Equality Schemes</p>	<p>Monitoring and reporting is being done on Corp Plan.</p>
<p><b>Objective 6</b> To ensure that CNPA written communications are</p>	<p>1. All CNPA materials should meet design specifications for legibility.</p> <p>2. All leaflets to be available in</p>	<p>Ongoing through 2007.</p>	<p>Head of Strategy and Communications</p>	<p>1. All leaflets have been reviewed for legibility. Use of matt paper noted for future publications. New corporate typeface has</p>	<p>1. Delay with Corporate Style guidelines, but to be rolled out in summer 09.</p>

appropriate for those with disabilities	<p>large print. Requests for Braille and audio tapes will be accommodated.</p> <p>3. Staff will be trained in the use of Plain English</p> <p>4. CNPA to work towards producing all literature in Plain English.</p>			<p>been adopted, and approved by the Scottish Accessible Information Forum, as part of Corporate Style Guidelines to be rolled out in July 08.</p> <p>2. All CNPA Corporate leaflets are available in large print and audio tape on request. Decision taken that Braille would only be provided if Audio tape was not a practical option due to cost implications.</p> <p>3,4. Guidance on use of Plain English has been developed by the Comms team as part of staff induction.</p>	<p>2. In last 5 years, we have responded to four requests for large print.</p> <p>3,4 Training for staff planned for 2009/10.</p>
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**Aim 2 – To eliminate unlawful discrimination.**

<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Accountable</b>	<b>Update June 2008</b>	<b>Update June 2009</b>
<p><b>Objective 1</b> To ensure that no policies of CNPA create unlawful barriers for people with disabilities</p>	<p>1. Impact assessment of all new policies to be undertaken using the template developed (see Aim 1)</p>	<p>Oct 07 – Apr 08</p>		<p>Delayed until July 08 (see Comments in Aim 1), due to training availability.</p>	<p>1. Priority areas have been identified for EqlA, 2 x EqlA's complete and ongoing from June 09. Mechanisms to incorporate EqlA into new policy / project development include additional references in Board Papers, EJF's (Expenditure Justification Forms) and Project Management guidance, and screening by IC in the Grant Application process.</p>
<p><b>Objective 2</b> To ensure that CNPA</p>	<p>1. All recruitment, promotion, resignations, training access,</p>	<p>1. Ongoing from Dec 06</p>	<p>HR Manager</p>	<p>1. Done and ongoing. A full report of the results of this will</p>	<p>1. Delay with publishing on website due to</p>

recruitment and employment policies are not discriminatory	<p>disciplinary and grievance procedures are monitored in relation to disability equality.</p> <ol style="list-style-type: none"> <li>2. Remedial action to be taken immediately should any policy be found to cause inequality.</li> <li>3. Promote awareness of our current policies for dealing with bullying and harassment of staff.</li> <li>4. Ensure current policies allow for the assessment of employment related incidents and any relation they may have to disability.</li> </ol>	<ol style="list-style-type: none"> <li>2. Review Oct 07</li> <li>3. Ongoing from Dec 06</li> <li>4. Review Oct 07</li> </ol>		<p>be published on our website at the same time as the Equality Schemes. In addition CNPA has recently signed up to the Positive About Disability “two ticks” symbol.</p> <ol style="list-style-type: none"> <li>2. Reviews identified no remedial actions to be taken, except ensuring that job ads specify that application forms are available in other formats.</li> <li>3. The staff Handbook contains full details about CNPA’s policies in this area. It has been reinforced in training and will continue to be, and also forms part of the HR induction process for new staff.</li> <li>4. This is now built into the processes and is reported on an annual basis. To date we have not had any incidents to report on.</li> </ol>	<p>recruitment of new HR manager.</p> <p>IIP and Two Ticks will be included on letterheads in due course.</p>
<p><b>Objective 3</b> To ensure that CNPA buildings allow suitable access for those with physical disabilities (for staff and visitors)</p>	<ol style="list-style-type: none"> <li>1. To conduct an audit of CNPA buildings for accessibility</li> <li>2. To consider areas for improvement</li> <li>3. To take action to improve areas according to affordability and value for money.</li> <li>4. To provide safety briefing at start of meetings covering fire exits, safety procedures</li> </ol>	<ol style="list-style-type: none"> <li>1. Oct 07</li> <li>2. Dec 07</li> </ol>	Business Support Officer	<p><i>This objective refers to people with sensory or physical disabilities.</i></p> <ol style="list-style-type: none"> <li>1. Access Audit of CNPA main building undertaken by Capability Scotland. Inclusive Cairngorms to be involved in auditing Ballater office in summer 08.</li> <li>2 &amp; 3. Some recommendations have already been acted on, others are feeding into redesign of reception area, and other works are planned for early 2008.</li> <li>4. This will be included in</li> </ol>	<ol style="list-style-type: none"> <li>1. Ballater office audited by Inclusive Cairngorms and recommendations implemented.</li> <li>2,3. Hearing loop for new reception in place, portable infra red loop system being explored.</li> <li>4. Guidance issued to staff at facilitation training, Nov-Dec 08, and will form part of</li> </ol>

				Accessible Meetings guidance to be issued to staff in July 2008.	Holding meetings pack.
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**Aim 3 – To eliminate harassment of disabled people that is related to their disability.**

<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Accountable</b>	<b>Update June 2008</b>	<b>Update June 09</b>
<b>Objective 1</b> For CNPA to be aware of any areas where current problems exist in relation to harassment	<ol style="list-style-type: none"> <li>Staff survey to be developed so that staff can comment anonymously on any current issues.</li> <li>Where issues are identified, solutions to be developed in consultation with Inclusive Cairngorms Group.</li> </ol>	1. Dec 07	HR Manager	1. We decided that a full staff survey would be the most appropriate way to survey staff on a full range of work issues, including all the main equalities strands. To allow development of a more comprehensive survey this was postponed to late 2008/ early '09. CNPA was awarded IIP status during 2008 and staff have already been interviewed extensively about their employer's general effectiveness. We preferred to delay the surveying to avoid survey fatigue among staff.	<p>Equalities issues is now a standing item on Staff Consultative Forum agendas allowing all staff to comment anonymously, through their reps, on any issues.</p> <p>Staff survey deferred till Spring 2010 as staff consultative forum has decided to take forward Sunday Times 'best workplaces' review instead.</p>
<b>Objective 2</b> For staff and Board to have a good understanding of disability issues, legal requirements and best practice so that they can promote positive attitudes and challenge harassment if they come across it.	1. Training for staff and Board members to be provided on disability equality	1. Apr 08	HR Manager	1. Completed for 90% of staff – Further training for new joiners, other staff and Board members will be ongoing.	Training for Board and New staff planned for late 2009 into 2010.

**Aim 4 – To promote positive attitudes towards people with disabilities**

<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Accountable</b>	<b>Update June 2008</b>	<b>Update June 2009</b>
<b>Objective 1</b> CNPA staff and Board to be able to positively	1. Those staff and Board members whose work involves influencing policy	1. April 08	HR Manager	1. Training programme 90% complete.	

<p>influence the policy areas of other organisations in relation to disability equality</p>	<p>areas which impact on disability equality will be trained in disability awareness and how to incorporate this into policy.</p>			<p>CNPA have influenced other organisations with respect to good practice in planning and holding accessible meetings.</p> <p>Plans to measure the impact of Inclusive Cairngorms on member organisations through Equality Impact Assessment.</p> <p>SNH staff regularly attend Inclusive Cairngorms meetings for information / advice to feed into their equalities work.</p>	<p>Input at FCS Equality and Diversity workshop, Mar 09.</p> <p>IC workshop held in Jan 09, identified ways to share best practice with member organisations including mechanisms to report back, links between members' and CNPA websites, and case study presentations at IC meetings.</p> <p>CNPA has joined NDPB Equality Forum to share information and explore collaborative working.</p>
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**Aim 5 – To encourage participation by disabled people in public life.**

Outcome	Action	Timescale	Accountable	Update June 2008	Update June 2009
<p><b>Objective 1</b> People with disabilities are actively involved in advising CNPA on policy development</p>	<ol style="list-style-type: none"> <li>1. Inclusive Cairngorms Group to continue to provide advice and information to help to shape future development of disability equality.</li> <li>2. CNPA to continue to support this group with secretariat support and regular contact</li> </ol>	<ol style="list-style-type: none"> <li>1. Dec 06 and on-going</li> <li>2. Dec 06 and ongoing</li> </ol>	Education & Inclusion Manager	<ol style="list-style-type: none"> <li>1. Inclusive Cairngorms Group continued to meet on a quarterly basis. A Development Plan has been drafted to identify ways to raise their profile and usage within CNPA and within member organisations. They have continued to raise awareness of barriers and specific issues, have contributed directly to the Core Paths Plan and Outdoor Access provision, resulting in an all abilities trail in the local woods, and a community needs initiative consultation for access in and around Grantown on Spey.</li> <li>2. CNPA has continued to support the group with secretariat support and funding for running costs.</li> <li>3. Joint Outreach Research project with Loch Lomond and Trossachs NPA involving disability pilot project which will identify barriers to accessing NPs and actions to address them.</li> </ol>	<ol style="list-style-type: none"> <li>1a) IC Workshop in Jan has identified policy areas of interest to IC.</li> <li>b) EqIA process will involve consulting with IC where necessary.</li> <li>c) IC will be consulted in reviewing our DES for Dec 09.</li> <li>2. CNPA continues to support IC.</li> <li>3. Final report makes a number of recommendations to overcome barriers to engaging with the Park, many which we are already doing. Others will feed into review of DES in Dec 09.</li> </ol> <p><u>Other</u> CNPA is supporting Equal Adventure festival in Jul 09, an inclusive team challenge event at Glenmore.</p>



<p><b>Objective 2</b> To ensure that barriers do not exist for those with disabilities who wish to take part in CNPA Consultation exercises</p>	<p>1. All consultation exercises carried out by CNPA to follow the National Standards for Community Engagement drawn up by Communities Scotland – as far as possible within financial constraints.</p>	<p>1. Dec 06</p>	<p>Education and Inclusion Manager</p>	<p>1. Both Core Path Planning process and the Community Needs Initiative pilot in Grantown and Spey have followed the National Standards for Community Engagement, including targeting disabled people specifically for consultation</p>	<p>CNPA Board adopted a tailored version of NSCE in Sept 08. This will be included in 'Holding meetings' pack.</p> <p>Community Needs Initiative being rolled out across Badenoch and Strathspey, following NSCE and Community Action Planning Toolkit.</p> <p>IC meeting on Apr 09 discussed how to engage more effectively with equalities groups including people with disabilities.</p> <p>Education and Inclusion manager nominated as main staff contact for planning consultations and adhering to NSCE.</p>
<p><b>Objective 3</b> CNPA public meetings will be accessible to those with disabilities</p>	<p>1. All CNPA public meetings will be held in buildings which are accessible to wheelchair users unless this is absolutely unavoidable. 2. Notices of public meetings will invite people to contact CNPA in advance to discuss any special requirements 3. Hearing loop facilities will be provided at public meetings.</p>	<p>Dec 06 and ongoing.</p>	<p>Board Support and Secretariat</p>	<p>1. Public meetings are held in buildings which are accessible unless absolutely unavoidable. Accessible meetings guidance developed, and register of venues and their accessibility kept. 2. This is done for all public meetings 3. Hearing loop facilities are provided for all public meetings.</p>	<p>1. Will form part of Holding meetings pack (autumn 09) 3....on request' 4 Video Conference facilities now in place in CNPA offices – Grantown and Ballater</p>

	4. Where possible, teleconferencing will be encouraged as an alternative to face to face meetings if this makes it easier for people to be involved in meetings.			4. As well as teleconferencing the CNPA is currently exploring the possibility of using video conferencing as an alternative to face to face meetings	
<b>Objective 4</b> CNPA published materials will be easily accessible to people of all abilities.	<ol style="list-style-type: none"> <li>1. CNPA Staff will be trained in the use of "Plain English" to promote good communication which is accessible to all.</li> <li>2. Publications will conform to design specifications for legibility. Information for the public will be made available through our website to improve accessibility.</li> <li>3. Braille and audio cassettes will be made available on request as an alternative to printed publications</li> </ol>	<ol style="list-style-type: none"> <li>1. April 2008</li> <li>2. Dec 2006</li> <li>3. Dec 2006</li> <li>4. As requested from Dec 2006</li> </ol>	<p>HR Manager</p> <p>Head of Strategy and Communications</p>	<ol style="list-style-type: none"> <li>1. Guidance is available to staff on use of Plain English, and training is planned during 2008.</li> <li>2. Corporate publications conform to design specifications for legibility. New corporate typeface has been adopted – Gill Sans 12 point, approved by Scottish Accessible Information Forum. New web portal being developed for the National Park with all pages meeting all WAI accessibility Level A or Priority 1 guidelines, and most guidelines at Level AA or Priority 2. Revised corporate website will conform to Priority 3 guidelines.</li> <li>3. Audio cassettes will be made available on request as an alternative to printed publications</li> </ol>	<ol style="list-style-type: none"> <li>1. Training for staff planned for 2009/10.</li> <li>2. Launch of Web portal is currently on hold. New CNPA website went live Jan 09.</li> <li>3. Audio cassette continue to be available on request.</li> </ol>

**Aim 6 – To take steps to take account of disabled people’s disabilities even when that involves treating disabled people more favourably than others.**

Outcome	Action	Timescale	Accountable	Update June 2008	Update June 2009
<b>Objective I</b> To ensure that all disabled people who wish to work for CNPA - either as staff or Board members - are able to access the appropriate supports during the recruitment process and in subsequent employment with CNPA	1. Inclusive Cairngorms to advise on whether current recruitment advertising is creating barriers for those with disabilities	1. July 07	HR Manager	1. Advice has been sought on this subject and feedback has been very positive. We will continue to refer back to Inclusive Cairngorms for advice on further improvements, and make adjustments to recruitment policy accordingly. In June 2008 CNPA signed up to the Positive About Disability symbol through Jobcentre Plus and is looking at other ways of working with Jobcentre Plus in future. 2. Application forms are available in different formats, and adverts state that applicants should contact CNPA if they require the application form in a different format, or wish to discuss other adjustments to the recruitment process. 3. Any applicant with a disability who meets the essential criteria for the job will be interviewed, and our adverts now state this. Interviewees are asked in advance about special requirements. No requests have been made in 2007. 4. <i>This action point relates to both employees and Board members.</i> One member of staff has identified a future need relating to disability and CNPA is	1a) Two members of IC volunteered to comment on recruitment advertising. 1b) Advert published in Employment and Education supplement of Able magazine (May-Jun 09 edition) promoting CNPA as Equal Opps employer. 1c) Annual update will be provided to JobCentre Plus later in 09
	2. CNPA to ensure that the application forms are available in different formats, and that this is advertised	2. April 07	HR Manager		4. CNPA has Zoomtxt software available for staff, Board and public, which magnifies, and reads text.
	3. Those invited to interview will be encouraged to state any special requirements, and these will be accommodated whenever possible. Where requests cannot be accommodated, CNPA will work with the candidate to find suitable alternative solutions.	3. Dec 06	HR Manager		Retention policy was discussed at SCF on 6 <sup>th</sup>
	4. On appointment, CNPA will work closely with any disabled employee to assess and provide support proportionate to their needs.	4. Dec 06 and on-going	HR Manager		

				currently assessing assistance available. We are now drafting a retention policy stating how CNPA will support any member of staff who becomes disabled in the future.	June 2009 and is currently being revised following this discussion.
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**GENDER EQUALITY ACTION PLAN**  
(July 2007 – July 2010)  
Update June 2009**Aim 1 – To Eliminate Unlawful Discrimination and Harassment.**

<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Accountable</b>	<b>Update June 2008</b>	<b>Update June 09</b>
<b>Objective 1</b> Develop Equality Impact Assessment system in conjunction with DES Action Plan	1. Complete work on IA template and roll out to all departments in CNPA	March 2008	Education and Inclusion Manager	1. Equalities Impact assessment training scheduled for July 08, involving staff from all Groups and SNH. Delay due to availability of specialist trainer.	1. 14 staff attended EqIA training in Jul and Oct 2008. Priority policy areas identified by Inclusive Cairngorms in Jan 09 and EqIA process approved by Management Team in May 09. Two full EqIA completed for Core Paths Planning and recruitment policies. See also DES 2.1
<b>Objective 2</b> Equal Pay Audit and review every 2-3 years.	1. Conduct equal pay audit of our paycales and salaries across the organisation, and repeat this process every 2-3 years 2. Address any imbalance in the annual pay review process.	December 07  Annual	HR Manager	1. This was done in December 07, and results published to the Staffing & Recruitment Committee of the Board. No issues of inequality were identified, but we will continue to monitor every 2-3 years. 2. Annual pay review has maintained the current balance in pay	Next Audit planned in 2010
<b>Objective 3</b> Ensure all staff are trained adequately in gender equality awareness, giving	1. Build equality awareness into management training programmes 2. Ensure that all staff understand equality and	December 2007 and ongoing	HR Manager	1. Middle and Senior Management have undertaken management/ leadership development over the past 2 years which has involved communication and	1. Facilitation training for all staff completed in Dec 08.

<p>priority to training managers on terms of recruitment and managing staff</p>	<p>diversity good practice and how to identify particular equality issues such as gendered issues. Raise awareness of direct and indirect discrimination, harassment and victimisation and what to do should they witness them,</p> <ol style="list-style-type: none"> <li>3. Ensure that all staff involved in recruitment are trained in their specific responsibilities in regard to equality</li> <li>4. Ensure clear guidelines for the reporting and management of any discriminatory practice</li> </ol>			<p>leadership. Gender equality was not specifically part of the programme, but issues of dignity and respect were covered. Further leadership development is scheduled to be rolled out for the rest of the CNPA over the next 18 months.</p> <ol style="list-style-type: none"> <li>2. The appraisal system is designed to encourage managers and staff to be aware of equality issues, and there is now guidance specifically relating to equality in both managers' and staff's appraisal guidance notes.</li> <li>3. All staff involved in interviewing are given coaching and direct guidance on all issues relating to equality in recruitment.</li> <li>4. Staff are made aware of company policy during the induction process, through the appraisal guidance and in the staff handbook. A culture of respect and dignity is strongly promoted across the organisation and the HR manager or the Employee Assistance Helpline are promoted as support mechanisms for staff to report issues.</li> </ol>	<p>3. HR involved in recruitment process throughout.</p>
<p><b>Objective 4</b> To ensure Park service</p>	<p>1. Education and awareness training of Park service</p>	<p>1. general roadshow type</p>	<p>Social Inclusion officer, Training</p>	<p>1,3 Developing equalities awareness courses to be run</p>	<p>1. Seven people attended Equality &amp;</p>

<p>providers are aware of and understand the needs of different equality groups, including personal safety concerns</p>	<p>providers and public re gender equality. HIEF can provide this awareness-raising and follow-up bespoke training</p> <ol style="list-style-type: none"> <li>2. Support councils to improve public toilets eg re baby changing facilities for men, safety measures</li> <li>3. Support community safety training in rural areas and look at ways of disseminating information to target certain groups</li> </ol>	<p>event each calendar year with training supplied on request</p> <ol style="list-style-type: none"> <li>2. Dec 08</li> <li>3. Sept 08</li> </ol>	<p>Project Manager</p>	<p>through CNPA training project in autumn 08.</p> <ol style="list-style-type: none"> <li>2. CNPA to contact Local Authorities to highlight this issue – for them to take into account when improving facilities.</li> </ol>	<p>Diversity training course for Park service providers held in June 09. Delivered by HIEF.</p> <ol style="list-style-type: none"> <li>2. Contacted all LAs.</li> </ol>
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**Aim 2 – To Promote Equality of Opportunity.**

<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Accountable</b>	<b>Update June 2008</b>	<b>Update June 09</b>
<b>Objective 1</b> Ensure equality of opportunity to access training	1. Continue to audit training provision and uptake of training opportunities. Ensure equality of access between genders by offering gender specific training if required.	Ongoing, report annually.	HR Manager	1. Training access report completed and showed no issues over equality of access. This was also highlighted in our IIP report in April 08. We will continue to monitor and report annually.	Monitoring is ongoing, no issues have been highlighted. New HR will report in autumn 2009.
<b>Objective 2</b> Ensure male, female and transgender staff are equally encouraged to take up training and career development opportunities.	1. Update appraisal guidance to include a section on equality. 2. Provide information about training and career development opportunities to all across the organisation.	1. September 07	HR Manager	1. This has been done and will be further reinforced through future training of staff and managers. 2. CNPA now has dedicated training support, so that training opportunities are made available to all staff. This contributed to successful IIP accreditation.	Ongoing
<b>Objective 3</b> To promote a good gender balance throughout all levels of the organisation.	1. Job advertisements at all levels will promote equality of opportunity 2. Staff at all levels will be encouraged to seek career development opportunities equally through the appraisal system, with information on career paths available, particularly for admin staff. 3. Where possible career development opportunities will be encouraged (eg secondments, promotions, work shadowing etc). Publishing of clear career	September 07  October 07 and ongoing	HR Manager	1. We make a statement of equality in our adverts and promote equality internally. 2. This is done through the appraisal system and audited by the HR Manager. The HR manager also seeks to challenge managers to consider career development opportunities for internal staff where possible. 3. CNPA has worked hard to make secondment opportunities available to staff and to encourage internal development opportunities for all staff. Currently 10% of	1. Advert published in Employment and Education supplement of Able magazine (May-Jun 09 edition) promoting CNPA as Equal Opps employer.  3. Several recent appointments have been made to internal applicants, following and open and inclusive recruitment process.



	<p>development opportunities allows men, women and transgender employees to identify opportunities and to feel encouraged by their relevance and open access to them</p> <p>4. Where appropriate training may be offered to help overcome specific areas of imbalance.</p> <p>5. Offer work shadowing schemes in-house for existing employees to gain better understanding of other departments.</p>			<p>CNPA staff are on either inward or outward secondments. Staff vacancies are advertised internally as well as externally and staff are encouraged to develop their careers. All applicants are offered feedback in internal recruitment.</p> <p>4. No areas of imbalance have required further training yet. Some comment had been made by male staff about the imbalance in having female only leadership courses available. We have sourced a provider of male only development courses to redress the balance.</p> <p>5. One member of the Admin team has taken up the opportunity to work-shadow as part of her career development, and this will be further encouraged as opportunities arise.</p>	
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<p><b>Objective 4</b> Ensure Park service providers and residents are well informed of Park services and facilities including information on needs of specific user groups</p>	<ol style="list-style-type: none"> <li>1. Continue and increase uptake of Cairngorms Connections course amongst Park service providers and the general public including reference to the needs of specific user groups.</li> <li>2. Develop visitor information on the Park which is available to specific user groups</li> </ol>	<p>September 2008  Sept 2007 ongoing</p>	<p>Training Project Manager  Marketing Officer, Communications officer</p>	<ol style="list-style-type: none"> <li>1. It is felt that this can be better achieved through providing equalities awareness training to Park Service providers, scheduled for Autumn 08.</li> <li>2. New CNP web portal being launched in summer 08 to include information for user groups eg all abilities, low incomes. Opportunity for other user groups info to be added in due course. Producing additional visitor information eg Easy Read will be considered in relation to demand and cost.</li> </ol>	<ol style="list-style-type: none"> <li>1. Seven people attended Equality &amp; Diversity training course for Park service providers held in June 09. Delivered by HIEF.</li> <li>2a) Cairngorms Explorer 09 includes accessibility info.</li> <li>2b) Launch of web portal on hold.</li> </ol>
<p><b>Objective 5</b> To ensure that Park users, in particular women and transgender people can travel easily and safely within and into the Park.</p>	<ol style="list-style-type: none"> <li>1. Support sustainable community transport initiatives as part of community development.</li> <li>2. Provide safety training to transport service providers in Park.</li> <li>3. Support innovative solutions to cater for buggies, bikes, wheelchairs, eg adaptation of buses, provision of all terrain buggies and backpacks for hire in the Park.</li> </ol>	<p>November 2007 ongoing</p>	<p>1,2 Economic Dev Officer, Social Inclusion Officer  3. Training Project Manager</p>	<ol style="list-style-type: none"> <li>1. Held Community transport conference in Nov 07 to highlight the links between community transport and social inclusion. Will work with partners to support existing and new CT initiatives.</li> <li>2. Badenoch and Strathspey Community Transport Co can provide such training for volunteer drivers and other transport operators. To contact other local transport providers to encourage them to cover these aspects in driver training.</li> <li>3. Through equalities training scheduled for autumn 08,</li> </ol>	<ol style="list-style-type: none"> <li>1. CNPA is continuing to support the Heather Hopper bus service connecting different parts of the Park.</li> <li>2. Contacted transport operators</li> <li>3a) CNPA funding for Heather Hopper has enabled provision of newer, more accessible buses.</li> <li>3b) Equality and Diversity training held in Jun 09.</li> </ol>

				outdoor activity providers to be encouraged to cater for all abilities, mothers and prams, etc.	
<p><b>Objective 6</b>                  To assess ways to promote understanding of career opportunities for both genders within the community</p>	<p>I. Explore the possibility of setting up a work placement scheme within CNPA.</p>	<p>March 2008</p>	<p>HR Manager</p>	<p>This has been looked into and the decision taken that at this stage it is not a practical option due to resourcing issues. It will be considered again at a later date.</p>	<p>Hosted 2 day placement for Grantown teacher under EEBL (Excellence in Education through Business Links programme)</p>

**Aim 3 – To Promote Positive Attitudes.**

Outcome	Action	Timescale	Accountable	Update June 2008	Update June 2009
<p><b>Objective 1</b> Park Service Providers will understand equalities issues and demonstrate good practice in meeting the needs of all Park users, whatever their background or ability.</p>	<ol style="list-style-type: none"> <li>1. Include diversity / equalities criteria in Green Tourism Business Scheme / Park brand applications, eg training in equalities awareness</li> <li>2. Market the business case for equality and diversity to Park Service providers.</li> </ol>	<p>Mar 2008</p>	<p>Marketing Officer</p> <p>Training Project manager</p> <p>Social Inclusion Officer</p>	<ol style="list-style-type: none"> <li>1. Businesses applying for the brand, who are quality assured through VisitScotland currently comply with equalities duties covering disability, race and sex discrimination.</li> <li>2. Promote equalities training courses in autumn 08 through Cairngorms Chamber of Commerce. Assess the impact of Inclusive Cairngorms as a means of spreading good practice in equalities amongst member organisations (2008).</li> </ol>	<p>2a) Equality and Diversity training for park service providers held Jun 09</p> <p>2b) IC Workshop in Jan 09 identified ways to promote good practice amongst member organisations.</p>
<p><b>Objective 2</b> CNPA and other Park service providers will produce materials showing images of a balanced mix of genders and activities to promote equal access to services and facilities.</p>	<ol style="list-style-type: none"> <li>1. Monitor and review CNPA and other organisations' publications showing equality of genders in images.</li> <li>2. In visitor survey, obtain statistics on balance of male/female/transgender participation in different activities and address any stereotyping.</li> </ol>	<p>March 2008 ongoing</p> <p>Next Park visitor survey</p>	<ol style="list-style-type: none"> <li>1. Communication s Officer</li> <li>2. Visitor Services Manager</li> </ol>	<p>This objective should read '...showing images of an <b>appropriate</b> balanced mix of genders...'</p> <ol style="list-style-type: none"> <li>1. CNPA photo library requires further images of different equality groupings, but we intend to source these through Inclusive Cairngorms members and commission them if necessary. It is not appropriate for the CNPA to monitor other organisations' publications but best practice can be encouraged through our grants scheme and training courses.</li> <li>2. Next Survey scheduled for</li> </ol>	<ol style="list-style-type: none"> <li>1. Sourcing images through IC and events supported by CNPA.</li> <li>2. Additional questions in Visitor survey will obtain data on disability and race (May 09 to Apr 10)</li> </ol>

				2009/10. Will seek advice from professional surveyors when appointed on pertinent questions to ask.	
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**Aim 4 – To Build Awareness of Specific Barriers to Full Inclusion of Men, Women and Transgender People.**

Outcome	Action	Timescale	Accountable	Update June 2008	Update June 2009
<p><b>Objective 1</b> Continue to build awareness of any gender issues amongst CNPA staff</p>	<ol style="list-style-type: none"> <li>1. Add equality as an agenda point on all staff consultative forum meetings</li> <li>2. Hold regular staff surveys/face-to-face focus group meetings</li> <li>3. Consult with trade unions</li> <li>4. Collate information from grievance &amp; complaints procedure</li> <li>5. Analyse findings eg if not achieving a representative gender mix, investigate possible causes and take action</li> <li>6. Feed back learning into GES Action Plan</li> </ol>	September 07	HR Manager	<ol style="list-style-type: none"> <li>1. This is a standing agenda item on all Staff Consultative Forum meetings.</li> <li>2. The next staff survey is due to take place late 08/early 09.</li> <li>3. This is done through the Staff Consultative Forum.</li> <li>4. Reports on recruitment, grievance, disciplinary and training access published for 2007. External complaints data and report for 2007 to follow.</li> <li>5. See above.</li> <li>6. Ongoing and will be incorporated into the next GES Action Plan</li> </ol>	<ol style="list-style-type: none"> <li>2. Following discussion at the June 2009 SCF meeting, it was agreed to postpone the next staff survey, as the CNPA is entering the Sunday Times “Best Places to work on the Public Sector”, which will involve an external survey. This will include questions about Well being, and other areas that would be covered by the staff survey.</li> </ol>
<p><b>Objective 2</b> Continue to build awareness of any gender issues amongst CNPA Park Users</p>	<ol style="list-style-type: none"> <li>1. Hold annual consultations with Park Users</li> <li>2. Create feedback forms that ask pertinent questions about gender (and other equalities) issues</li> <li>3. Continue to work with Inclusive Cairngorms</li> <li>4. Make contact with new groups who hold information eg schools, Young mothers’ groups etc</li> </ol>	November 07 and annual Park for All conference	Social Inclusion Officer	<ol style="list-style-type: none"> <li>1. Community transport conference held in Nov 07, which identified barriers to accessing transport including gender and other equalities issues.</li> <li>2. Evaluation form tried and tested at community transport conference, to be used as template in holding accessible meetings</li> <li>3,4. Women@work now represented on Inclusive Cairngorms, and the new Cairngorms LAG grant scheme.</li> </ol>	<ol style="list-style-type: none"> <li>1. IC held Women;s meeting in Jan 09 (with Leader), exploring development opportunities for women in the Park.                     <ol style="list-style-type: none"> <li>2a) Template to be included in Holding Meetings pack.</li> <li>2b) Training project evaluation form has been revised to include info on accessibility / ethnic origin.</li> </ol> </li> <li>3,4. New groups</li> </ol>

					contacted in organising Women's meeting (above) eg Highland Wellbeing Alliance, Volunteer Centres, LL&T Rural mentoring project
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**CNPA RACE EQUALITY ACTION PLAN**  
**(November 2007 – November 2010)**  
**Update June 2009****Aim 1 – To Eliminate Unlawful Discrimination:**

<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Accountable</b>	<b>Update June 2008</b>	<b>Update June 2009</b>
<b>Objective 1</b> Ensure that CNPA policies do not allow direct or indirect racial discrimination, harassment and victimisation.	<ol style="list-style-type: none"> <li>Develop Equality Impact Assessment system in conjunction with DES and GES Action Plans.</li> <li>Evaluate guidance on completing Park for All section in Board papers.</li> </ol>	<p>June 2008</p> <p>March 2008</p>	<p>Education and Inclusion Manager</p> <p>Head of Strategy &amp; Communication</p>	<ol style="list-style-type: none"> <li>Impact assessment training is scheduled for July 2008, which representatives from each Group at CNPA will attend. Delay due to availability of specialist trainer.</li> <li>Review of Board paper format to be complete by Sept 08. This will include more detailed guidance on completing Park for All section to include equalities considerations.</li> </ol>	<ol style="list-style-type: none"> <li>14 staff attended EqIA training in Jul and Oct 2008. Priority policy areas identified by Inclusive Cairngorms in Jan 09 and EqIA process approved by Management Team in May 09. Two full EqIA completed for Core Paths Planning and recruitment policies. See also DES 2.1</li> <li>Review of Board Paper format, now scheduled for summer 09 and will include question on completing EqIA.</li> </ol>
<b>Objective 2</b> Ensure all staff are aware of and understand racial equality; how their work impacts on equality and what their own	<ol style="list-style-type: none"> <li>Build equality awareness into company training and induction programmes so that all staff attend equality training covering all equality strands on a rolling 3 year programme, building on previous training and utilising</li> </ol>	<p>First stage of programme already complete – ongoing over next 3 years</p> <p>As above</p>	<p>HR Manager</p> <p>HR Manager</p>	<ol style="list-style-type: none"> <li>This training has been completed and will be updated as required.</li> <li>This has been done through the training, and staff will also be encouraged to attend Inclusive Cairngorms Meetings to increase their awareness of</li> </ol>	<ol style="list-style-type: none"> <li>Advance notice of IC meetings sent round Heads of Group, and IC terms of reference circulated to all staff</li> </ol>



responsibilities are in terms of promoting equality within the CNPA.	<p>skills and knowledge of staff.</p> <ol style="list-style-type: none"> <li>2. Ensure that all staff understand equality and diversity good practice and how to identify particular racial equality issues. Raise awareness of direct and indirect discrimination, harassment and victimisation and what to do should they witness them,</li> <li>3. Ensure that all staff involved in recruitment are trained in their specific responsibilities in regard to equality.</li> <li>4. Ensure clear guidelines for the reporting and management of any discriminatory practice, and make clear that discrimination will not be tolerated and will be dealt with.</li> </ol>	<p>April 2008 for those not yet trained.</p> <p>Review of procedures to be held by November 2008</p>	<p>HR Manager</p> <p>HR Manager</p>	<p>equality issues.</p> <ol style="list-style-type: none"> <li>3. This is ongoing and on track for November 08.</li> <li>4. Guidelines exist within the Staff Handbook and this is talked about at induction with HR so that new staff are aware that they can discuss this with either HR, or their line manager or the Employee Assistance Helpline if it arises. The appraisal guidelines have been amended to include equality.</li> </ol>	<p>3. This is ongoing</p>
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**Aim 2 – To Promote Equality of Opportunity.**

Outcome	Action	Timescale	Accountable	Update June 2008	Update June 2009
<p><b>Objective 1</b> Ensure equality of opportunity to access training</p>	<ol style="list-style-type: none"> <li>1. Gather baseline data on racial mix of area and compare with racial mix accessing employment, goods and services</li> <li>2. Continue to audit training provision and uptake of</li> </ol>	<p>April 2008</p> <p>April 2008</p>	<p>HR Manager</p> <p>HR Manager (Internal trg) Education &amp; Inclusion Manager</p>	<ol style="list-style-type: none"> <li>1. This has been done and is now incorporated in the introduction to our Equality Scheme. Further work will continue to build our information available.</li> <li>2. This is done internally by the HR Manager, and will be included in</li> </ol>	<p>2. CAP and LBBT evaluation forms have</p>

	training opportunities for racial equality.		(External training)	monitoring for external training provision through CAP and LBBT	been revised to include info on ethnic origin.
<b>Objective 2</b> Ensure all staff are equally encouraged to take up training and career development opportunities.	<ol style="list-style-type: none"> <li>1. Update appraisal guidance to include a section on equality.</li> <li>2. Provide information about training and career development opportunities to all across the organisation.</li> <li>3. Use findings from monitoring to inform actions</li> </ol>	<p>April 2008</p> <p>Ongoing from November 2007</p>	<p>HR Manager</p> <p>HR Manager and other managers</p>	<ol style="list-style-type: none"> <li>1. This has been done.</li> <li>2. This is done as part of the appraisal system and through general communications.</li> <li>3. No specific actions have been identified, and monitoring shows equal access at present.</li> </ol>	Monitoring shows equal access at present.
<b>Objective 3</b> To promote a good racial balance throughout all levels of the organisation, taking positive action where necessary	<ol style="list-style-type: none"> <li>1. Job advertisements at all levels will promote equality of opportunity</li> <li>2. Staff at all levels will be encouraged to seek career development opportunities equally through the appraisal system, with information on career paths available.</li> <li>3. Assess the need for further placement of adverts in publications and venues which may attract applicants from groups which are currently under-represented.</li> </ol>	<p>April 2008</p> <p>April 2008 and ongoing</p> <p>Review in April 2008</p>	<p>HR Manager</p> <p>All line managers through Appraisals</p> <p>HR Manager</p>	<ol style="list-style-type: none"> <li>1. CNPA continues to promote equality through the recruitment process, and states this in adverts.</li> <li>2. This is done through the appraisal system, and the HR Manager is able to check appraisal forms for this.</li> <li>3. CNPA continues to advertise through BEMIS and to assess recruitment monitoring results.</li> </ol>	<ol style="list-style-type: none"> <li>1. as before. Consulting IC on recruitment advertising policy.</li> <li>3. Advert placed in Ethnic Britain Directory 2008, promoting CNPA as equal opps employer and signposting to vacancies on our website.</li> </ol>
<b>Objective 4</b> Ensure Park service providers and residents are well informed of Park services and facilities including information on needs of specific user groups	<ol style="list-style-type: none"> <li>1. Continue and increase uptake of Cairngorms Connections course amongst Park service providers and the general public including reference to the needs of specific user groups.</li> <li>2. Develop visitor information on the Park which is available to specific user</li> </ol>	<p>September 2008</p> <p>Sept 2007 ongoing</p>	<p>Training Project Manager</p> <p>Marketing Officer,</p>	<ol style="list-style-type: none"> <li>1. It is felt that this can be better achieved through providing equalities awareness training to Park Service providers, scheduled for autumn 08.</li> <li>2. New CNP web portal being launched in summer 08 to include information for user groups eg all abilities, low incomes. Opportunity for other user groups info to be</li> </ol>	<ol style="list-style-type: none"> <li>1. Equality and Diversity training for Park service providers held in June 09.</li> <li>2 Launch of Web portal on hold.</li> </ol>

	groups on request.		Communications Officer	added in due course. Producing additional visitor information eg Easy Read will be considered in relation to demand and cost.	
<b>Objective 6</b> To assess ways to promote understanding of career opportunities for people from all racial groups within the community.	I. Explore the possibility of setting up a work placement scheme within CNPA and ensure that if it is established it is equally available to all.	March 2008	HR Manager	I. This has been looked into, but is not currently considered to be a viable option due to resourcing issues. We will continue to review this situation and work towards being able to offer work placements in future.	Have hosted short placements for a Young person and a teacher.

**Aim 3 – Promote good relations between persons of different racial groups.**

<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Accountable</b>	<b>Update June 2008</b>	<b>Update June 2009</b>
<b>Objective 1</b> Park Service Providers will understand equalities issues and demonstrate good practice in meeting the needs of all Park users, whatever their background or ability.	<ol style="list-style-type: none"> <li>Discuss with Brand Management Group the potential for including diversity / equalities criteria in Park brand applications, eg training in equalities awareness</li> <li>Market the business case for equality and diversity to Park Service providers.</li> </ol>	Mar 2008	Marketing Officer  Training Project manager	<ol style="list-style-type: none"> <li>Businesses applying for the brand, who are quality assured through VisitScotland currently comply with equalities duties covering disability, race and sex discrimination.</li> <li>Promote equalities training courses in autumn 08 through Cairngorms Chamber of Commerce.</li> </ol>	<ol style="list-style-type: none"> <li>Equality and Diversity training for Park service providers held in June 09.</li> </ol>
<b>Objective 2</b> CNPA and other Park service providers will produce materials showing images which are representative of the relevant communities using the Park to promote equal access to services and facilities.	<ol style="list-style-type: none"> <li>Monitor and review CNPA and other organisations' publications showing equality of race in images.</li> <li>In visitor survey, obtain statistics on balance of participation from different backgrounds in different activities and address any stereotyping.</li> </ol>	March 2008 ongoing  Next Park visitor survey	Communications Officer  Visitor Services Manager	<ol style="list-style-type: none"> <li>CNPA photo library requires further images of different equality groupings, but we intend to source these through Inclusive Cairngorms members and commission them if necessary. It is not appropriate for the CNPA to monitor other organisations' publications but good practice will be encouraged through grants scheme and training courses.</li> <li>Next survey scheduled for 2009/10. Will seek advice from professional surveyors when appointed on pertinent questions to ask.</li> </ol>	<ol style="list-style-type: none"> <li>Sourcing images through IC and events supported by CNPA.</li> <li>Survey has commenced and will include questions on ethnic origin and disability.</li> </ol>
<b>Objective 3</b> Different racial groups accessing	<ol style="list-style-type: none"> <li>Seek advice from Inclusive Cairngorms and participants from Backbone event on what</li> </ol>	April 2008	Social Inclusion Officer	<ol style="list-style-type: none"> <li>To be discussed at Sept 08 meeting of Inclusive Cairngorms, which will be themed on ethnic</li> </ol>	<ol style="list-style-type: none"> <li>a) Feedback from IC mtg in Sept 08 reinforced previously</li> </ol>

<p>the Park will be aware of the needs of others</p>	<p>information is useful for other groups to know and how this should be transmitted.</p>			<p>participation in the Park.</p>	<p>identified issues which will be incorporated into future RES.                  I b) CNPA provided funding to HIEF to hold a Diversity open day 'Highlands R Us' in July 08 to raise public awareness of diversity and equalities groups in Highland.</p>
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**Aim 4 – To Build Awareness of Specific Barriers to Full Inclusion of different racial groups**

<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Accountable</b>	<b>Update June 2008</b>	<b>Update June 2009</b>
<b>Objective 1</b> Continue to build awareness of any racial issues amongst CNPA staff	<ol style="list-style-type: none"> <li>1. Add equality as an agenda point on all staff consultative forum meetings</li> <li>2. Hold regular staff surveys/face-to-face focus group meetings</li> <li>3. Consult with staff and trade unions</li> <li>4. Collate information from complaints procedure</li> <li>5. Analyse findings eg if not achieving a representative racial mix, investigate possible causes and take action</li> <li>6. Feed back learning into future RES Action Plans</li> </ol>	<p>Immediate and ongoing</p> <p>quarterly Annually</p> <p>2010</p>	<p>HR Manager</p> <p>HR Manager Head of Corporate Services</p> <p>Education and Inclusion Manager and HR Manager</p>	<ol style="list-style-type: none"> <li>1. This is a standing item on all Staff Consultative Forum meetings. No issues have been reported to date.</li> <li>2. Staff survey planned for late 2008/ early 09.</li> <li>3. Staff and Unions are consulted via Staff Consultative Forum.</li> <li>4. Complaints procedure is monitored, and so far no issues have arisen to cause concerns on racial grounds.</li> <li>5. Currently our employee demographics are consistent the demographics for the local area and for Scotland generally, but we will continue to monitor the situation.</li> <li>6. We are continuing to gather information to feed into our next RES Action Plan and will act immediately in issues which come to light.</li> </ol>	<ol style="list-style-type: none"> <li>2. Staff survey will be replaced by the externally run survey which is part of the Sunday Times “Best Places to work in the Public Sector”</li> <li>3 – 6 Ongoing and no issues to report</li> </ol>
<b>Objective 2</b> Continue to build awareness of any racial issues amongst CNPA Park Users	<ol style="list-style-type: none"> <li>1. Hold consultation event with Park Users to identify specific barriers and ways to address them, and take forward.</li> <li>2. Create feedback forms at CNPA meetings / events that ask pertinent questions about equalities issues to improve our engagement with BME</li> </ol>	<p>October 2007 ongoing</p> <p>April 2008</p> <p>Ongoing March 2008</p>	<p>Social Inclusion officer</p> <p>Education and Inclusion Manager</p>	<ol style="list-style-type: none"> <li>1. BME Consultation event held in Oct 07, subsequent projects being developed by Backbone to train role models. Other barriers being addressed in this and future Action Plans.</li> <li>2. Evaluation form tried and tested at community transport conference in Nov 07, to be</li> </ol>	<ol style="list-style-type: none"> <li>1a) CNPA supporting follow-up project with BEMIS in Inverness (Women’s Active Life Project).</li> <li>b) Backbone delivered presentation on their work at IC meeting in September 08.</li> </ol>

	<p>groups</p> <p>3. Continue to work with Inclusive Cairngorms</p> <p>4. Make contact with new groups who hold information eg through Black Environmental Network, Backbone event</p>			<p>used as template for holding accessible meetings.</p> <p>3. On-going, Sept 08 meeting to be themed on ethnic participation in the Park.</p> <p>4. New contacts established with 15 organisations attending consultation event in Oct07.</p>	<p>2. Evaluation form template will form part of Holding Meetings pack.</p> <p>3, 4. see 1 above</p>
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