



GENDER EQUALITY SCHEME

(June 2007)

CNPA GENDER EQUALITY SCHEME

Foreword

This is the Gender Equality Scheme for the Cairngorms National Park Authority and it forms an integral part of the CNPA's wider commitment to promote equality of opportunity in the delivery of its public functions and as an employer.

The CNPA is committed to ensuring equality of opportunity and encouraging diversity across all its functions and in its dealings with all stakeholders and partner organisations. The Gender Equality Scheme sets out how we intend to reinforce this commitment and ensure that gender equality is embedded at the heart of our work as a National Park Authority.

Jane Hope
Chief Executive
Cairngorms National Park Authority

Introduction

The Board of the National Park made an early commitment that the Cairngorms National Park should be available to all people regardless of age, culture, background or ability, and they embraced the ethos of a “Park for All” which has underpinned all the strands of the CNPA’s work to date. Much work has been done since the inception of the CNPA in 2003 to establish strong links with relevant community networks in order that they can advise and inform the way in which equality is embedded at the core of everything the CNPA seeks to achieve.

The general duty requires that in carrying out its functions we pay due regard to the need to:

- Eliminate unlawful discrimination and harassment
- Promote equality of opportunity
- Promote positive attitudes

The specific duties include:

1. Publishing a Gender Equality Scheme
2. Action Planning with appropriate outcomes
3. Reporting against scheme annually and reviewing schemes every 3 years (timescales may vary across duties)
4. Publish an equal pay policy statement, and report on this every 3 years (optional)

There are 4 key elements that are fundamental in developing our Equality Scheme. These are:

- Consultation with stakeholders
- Measuring progress
- Conducting impact assessments for all existing and new policies
- Developing and implementing of an action plan

This Gender Equality Scheme sets out how the CNPA has involved people from across the community and addressed gender equality in its work to date, but more importantly, details in an Action Plan how it will reinforce this commitment in line with the legislation above.

Context of the Cairngorms National Park

One of the first Acts of the Scottish Parliament in 2000 legislated for National Parks in Scotland. There are now two National Parks: Loch Lomond and the Trossachs, established in 2002 and the Cairngorms, established in 2003.

Scotland’s National Parks are a distinctive model that combines conservation of the natural and cultural heritage with sustainable use, enjoyment and development of the areas communities. Not only do National Parks seek to conserve and enhance the qualities that make these places special, they offer significant benefits to the people of Scotland. In particular, National Parks offer the following opportunities:

- **Delivering better outcomes** – National Parks, by more co-ordinated efforts of the public, private, community and voluntary sectors, can deliver more

integrated and sustainable results in terms of environmental, economic and social benefits.

- **Developing solutions for rural Scotland** – National Parks provide the opportunity to develop and test innovative solutions to rural issues which can be applied to benefit other areas across Scotland. National Parks are an opportunity to develop and disseminate best practice that makes a difference to people living and working in rural Scotland.
- **Providing a Park for All** – National Parks offer excellent opportunities for people of all backgrounds, interests and abilities to enjoy, learn and benefit from these special places.
- **Promoting ‘The Pride of Scotland’** – National Parks represent Scotland’s most iconic landscapes and reflect the natural and cultural heritage that shapes our nation’s identity. They are national assets and by showing how people and place can thrive together, National Parks can make a significant contribution to Scotland’s national identity.

NATIONAL PARK DESIGNATION AND AIMS

The National Parks (Scotland) Act 2000 sets three conditions which an area designated as a National Park must satisfy:

- That the area is of outstanding national importance because of its natural heritage, or the combination of its natural and cultural heritage;
- That the area has a distinctive character and a coherent identity;
- That designating the area as a National Park would meet the special needs of the area and would be the best means of ensuring that the National Park aims are collectively achieved in relation to the area in a co-ordinated way.

The Act also sets out four aims for National Parks in Scotland:

- To conserve and enhance the natural and cultural heritage of the area;
- To promote sustainable use of 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.

The Cairngorms National Park Authority is principally an enabling and facilitating body rather than a regulatory body. Its enabling and facilitating powers include:

- anything that will help the Park Authority achieve its aims

- fixing and recovering charges for goods or services provided in the course of carrying out the aims
- carrying out research and related activities
- entering into agreements with any person in the Park with an interest in land to ensure that the aims of the Park are met
- giving grants and loans (with the consent of Scottish Ministers)
- securing the provision of nature reserves
- providing information and educational services and facilities to promote understanding and enjoyment of the Park
- providing facilities to encourage visitors to national parks for leisure purposes including camp sites, accommodation, meals and refreshments where necessary
- being a consultee on a range of matters undertaken by other public bodies, for example Scottish Enterprise or Highlands and Islands Enterprise (HIE), the creation of Sites of Special Scientific Interest (SSSIs), forestry activities and traffic regulation orders

It does have regulatory powers to:

- deal with those planning decisions which may have significant impacts on the Park (by calling in the application for determination).
- make management laws and byelaws to:
 - protect the natural and cultural heritage of the Park.
 - prevent damage to the land or anything in or under it.
 - secure the public's enjoyment of and safety in the Park.

DEVELOPMENT OF THE CNPA GENDER EQUALITY SCHEME

Process

The development of this scheme has been led by our Education and Inclusion manager, with input from across the organisation. We have worked closely with the Highlands & Islands Equality Forum, who have facilitated focus groups and research which has fed into our scheme. We have involved the public, our staff and partners in drawing up this scheme.

Progress to Date

The focus groups highlighted some areas of good practice which are already in place including flexible working practices e.g. flexi-time system, 6 months maternity leave on full pay, plus a further 3 months on Statutory Maternity Pay, career breaks, special leave and home working policies, job-sharing and part time working to facilitate caring responsibilities and work life balance. We have also introduced a Child Care Voucher system.

We will continue to identify areas for improvement in all aspects of equality and diversity through our action plan.

Involving the Community

To date the CNPA has worked closely with many organisations in shaping the Park For All theme, and will continue to do so. Our Inclusive Cairngorms group, which seeks to promote social inclusion in the National Park represents a diversity of organisations and interests. Those relevant to gender issues include: *YWCA, Women@Work, Local Authority Equalities officers, Highlands and Islands Equality Forum, local learning centres, and other community groups*. Involvement with these groups has included consultation on development of social inclusion policies, provision of funding to promote equality and inclusion, and provision of equalities advice to the National Park Authority.

In developing the Gender Equalities Scheme, a Sub group of Inclusive Cairngorms was formed to take it forward, with assistance from Highlands and Islands Equality Forum. Two Focus Groups consultations were held to record gender issues, one with CNPA staff and other with Park service users.

Gathering Further Information

New contacts have been made through the focus groups, eg with the transgender community and we will involve them in future reviews of our GES and action plan.

As CNPA builds relationships with its partners and Park service providers, any new gender related issues can be brought to light and incorporated into future GES reviews.

Impact Assessment

CNPA aims to proactively identify aspects of our policies and procedures which may cause barriers to men, women or transgender people, and to amend policies accordingly to stave off any potential discrimination.

CNPA is in the process of developing a template for reviewing existing policies, practices and procedures and this will be used to assess new policies as they are developed. The aim of this is to ensure that any issues of gender and transgender are considered in relation to our policies. This template will be reviewed in light of advice from representatives from gender equality organisations, and in consultation specifically with Inclusive Cairngorms.

The Gender Equality sub-group of Inclusive Cairngorms will undertake impact assessments on our policies, and will work with CNPA staff to prioritise the policies to be assessed first.

DELIVERING EQUALITY THROUGH THE NATIONAL PARK PLAN

As already stated in the introduction, the CNPA is largely a facilitating and enabling body, which works in partnership with a wide range of organisations across the park area. This means that much of our work involves influencing others to change the ways in which they work in order to achieve particular aims. The CNPA achieves this through a range of methods including influencing and negotiation, providing training, funding support, relevant appropriate information on the National Park, community involvement and a range of other methods.

This section details how gender equality is being addressed within the different parts of the National Park Plan, including the Guiding Principles, the strategic objectives and priority actions.

Social Justice – A Park for All

The CNPA has established links with inclusion and equalities groups and interests, and will continue to involve them in creating opportunities for everyone to engage with the Park. This includes amongst others, male, female and transgender people.

People Participating In The Park – A National Park For People

The CNPA has established links with inclusion and equalities groups and interests, and will continue to involve them in shaping the Park and its management. This includes amongst others, male, female and transgender people.

Managing Change – A National Park Open to Ideas

The CNPA will seek to listen and work with equalities groups and interests to achieve best possible solutions to manage change within the Park.

Adding Value – A National Park That Makes a Difference

The CNPA will encourage cooperation between different interests, including equalities groups and interests, to establish the best way forward to achieve Park aims.

Living and Working in the Park

Community Planning and provision of local services

The CNPA will seek to promote the provision of local services that meet the needs of communities through Community Planning and other community development initiatives. The principles of Community Planning can be extended as a means to involve people in management planning across all aspects of this plan, so that through active engagement the knowledge, needs and ambitions of communities can be shared and realised.

Housing and Planning Services

Making housing more affordable and sustainable is a key action within the National Park Plan. Those on low incomes, especially women (who are likely to earn less than men) and single people (who only have one household income, and who may include young, single parents), need affordable housing. In general, housing is not a gendered issue, other than the fact that socially affordable housing would support women indirectly because of their low income. However, because most single parents are women, there is a public perception that women are given priority over men in securing housing. We need, therefore, to support service providers in getting the message across that there is equal priority for single fathers with families. To allow a general misconception about favourable treatment to prevail would go against our aims to build positive community awareness of gendered issues.

The housing planning process should be open, transparent and consider gender equality in terms of allocations. CNPA has a role to play in encouraging good practice.

Promoting equality in employment

Within the Park

The National Park area has relatively low unemployment and businesses can face difficulties in recruiting labour. Barriers to employment include poor access to transport, inflexibility of working hours, lack of childcare, small businesses having limited resources to make adaptations in the work place, lack of training or knowledge of employment rights, and lack of affordable housing. CNPA will work in conjunction with other organisations to address some of these barriers and to work with organisations in addressing any gender bias created by these barriers. Priority issues to address will include those which feature in the National Park Plan, e.g. improved public transport, affordable housing and childcare services.

Within the CNPA

CNPA seeks to promote good practices in employment by ensuring that its own practices offer equality of opportunity and care is taken to ensure that we not only fulfil our legal obligations as employers, but go beyond this to promote equality of opportunity and diversity within our workforce.

Information is gathered at the recruitment stage, and updated regularly throughout employment to allow us to monitor equality. Our HR database enables reporting of equality issues to accurately assess the gender balance in relation to recruitment into the organisation, promotion and access to training. There is provision to monitor disciplinary and grievance issues on these grounds as well should they arise. Our recruitment and employment processes are designed to eliminate unlawful discrimination at all levels, and this is closely monitored on an ongoing basis.

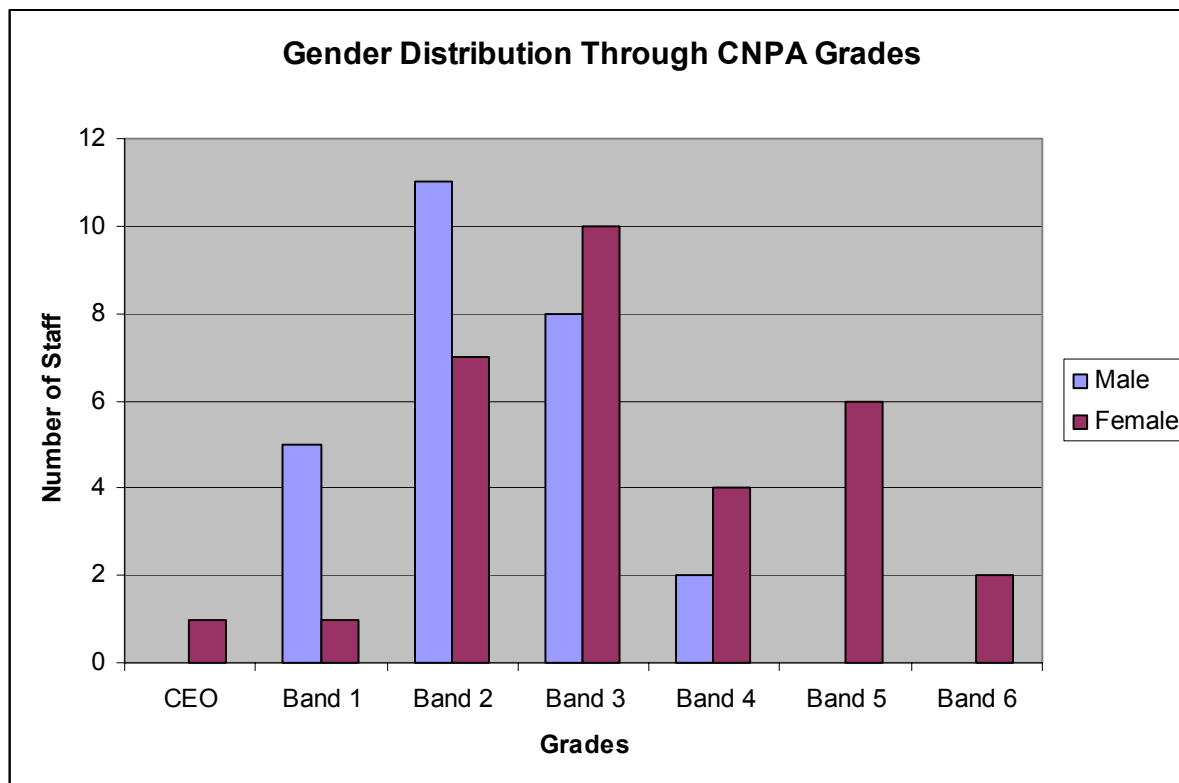
Flexible working practices underpin our HR policies, and many of the benefits we offer already go beyond our legal obligations as an employer. We offer a flexi-time system, 6 months paid maternity leave, career breaks, special leave and home working policies which are all designed to aid those with caring responsibilities to balance the requirements of work and home more effectively. We have been able to accommodate requests for job-sharing and part time working to facilitate caring responsibilities and work life balance is equally available to all staff regardless of gender. We have also introduced a Child Care Voucher system to enable staff to make tax savings whilst paying for childcare.

Consultation with staff shows that flexible working and childcare initiatives are valued.

The Focus Group held with CNPA staff highlighted the following issues:

1. Gender segregation within the CNPA staff

All the Admin staff within the CNPA are female and there was a perception that females were under-represented in departments outside administration. The distribution of staff throughout the organisation is shown in the graph below (where bands 5 and 6 are admin posts). There was some discussion in the focus group about ensuring that Admin staff were aware of the career paths open to them, and about how to encourage male applicants for admin posts which are more traditionally seen as female dominated. This is reflected in the Action Plan Aim 2, Objectives 2 & 3. Family friendly policies are a high priority within CNPA and are there to support both male and female staff with childcare responsibilities. It is generally recognised that more women than men are affected by childcare issues in society, and this is one of the areas in which CNPA tries to promote equality of opportunity. By assisting both men and women with childcare responsibilities to balance domestic responsibilities with work requirements people are encouraged to apply for higher level posts within the organisation, where domestic responsibilities may otherwise have prevented this.



(Band 1 = Management Team, Band 2 = Senior Officers, Band 3 = Policy Officers, Band 4 = Project Officers/ Senior Admin Support, Band 5 = Admin Support Officers, Band 6 = Admin Assistant.)

2. *Educating the wider community of equal opportunities*

There was a suggestion that work experience opportunities for school children could be created so that they can see the full range of career opportunities available, and that works shadowing could also be used to enhance understanding of opportunities for men, women and transgender people.

This is covered in the Action Plan under Aim 2, Objective 6.

3. *CNPA policies generally*

There were comments that the CNPA has a good record of reacting sensitively to requests for flexible working from both male and female staff. Flexible working policies, childcare vouchers and a general policy of providing support to staff where possible have helped to promote diversity and should provide a lead to other agencies in the Park area. It was agreed that CNPA policies should be monitored and reviewed to ensure that they continue to promote equality in the work place.

4. *Engagement with transgender, gay and lesbian community*

There was a general feeling in the focus group that there was unlikely to be a negative reaction from individual CNPA staff to transgender people joining the workforce, nor was sexuality perceived to be an issue. Any practical issues relating to transgender peoples requirements were felt to be easily overcome (eg toilet provision). As an organisation CNPA values employees of any gender and sexuality and will provide the support required to allow them to work within the organisation.

Promoting Access to Education and Vocational Training

Those of all abilities wishing to train and study locally require more opportunities to do so. The provision of more trainers, courses and modules delivered within the Park will assist local people to gain skills.

Rural and traditional jobs are typically male dominated, e.g. farming, forestry, game keeping, etc. There is a feeling that young females stop engaging with Park activities between ages 12 and 15. Therefore there is scope for CNPA to consider initiatives to encourage young females to take part in traditional vocational employment, eg through its rural skills and vocational training work.

Transport & Communications

Transport infrastructure is an essential component of both residents' and visitors' access to the National Park and its environment. The National Park sits at the centre of a national and regional transport network that provides good road and rail links to Inverness, Aberdeen and Perth. However, transport links within the Park are less well developed, eg links between key towns in early morning and evening.

The lack of services within the Park appears to impact more on women than men, as less women can drive and because the man of the household usually uses the family car for commuting. In addition those on low incomes are more likely to be women, and this social group is less likely to own a car. Women with young families at home face additional challenges in being able to get out and about and access services.

Because of lack of services or affordability, there are personal and road safety implications for women and transgender people who have to travel on foot in rural areas. Similarly there are personal safety concerns amongst women and transgender people arising from a lack of awareness amongst service providers on gender issues.

There can be difficulties for parents (usually young mothers) in getting children's buggies onto public transport. On the other hand, buggies can create a barrier for other passengers, particularly those with disabilities. Buses should be better designed to cater for different needs, and equipment for transporting young children could be available for hire within the Park.

The CNPA aims to address the gaps in public transport provision in the Park and promote sustainable transport initiatives. Better timetables and information will also be encouraged and supported to increase ease of access around the National Park. CNPA continues to work in close partnership with other public bodies to provide accessible information on public transport networks across the Park.

Enjoying and Understanding the Park

Sustainable Tourism

Tourism plays a key role in supporting economic growth, encouraging enjoyment and understanding of the National Park and in helping to promote Scotland on a world

stage as a place to live, work and enjoy. The CNPA will work with tourism and outdoor recreation providers to improve and maintain the quality of experience in the National Park for all visitors.

In general, recreational facilities appear to be improving in terms of considering equality issues, but there are calls for baby changing and public toilet facilities in rural areas to be improved. Baby changing facilities are quite often in ladies' toilets which makes it difficult for men to take children out for the day. There are also personal safety issues for women and transgender people in accessing public toilets in lonely places and late at night.

Likewise some women are concerned for their personal safety when mountain biking alone or with their children. CNPA will support the provision of Personal Safety Awareness classes that give specific information for certain vulnerable groups accessing work and leisure in a rural environment.

Regarding tourist accommodation and other service providers in small rural communities, there appears to be a general lack of acceptance of transgender people and lack of understanding of their needs. The CNPA could help to address this by influencing Park service providers of the need for gender / equalities awareness training.

Information

CNPA needs to ensure that visitors to the Cairngorms are aware of the range of opportunities, places to visit and things to do throughout the Park, and appreciate and respect its special qualities. They do this using a wide range of information tools including publications and signage.

The Park Plan states that visitor information will be targeted at specific audiences and encourage responsible outdoor access, visitor safety and the health benefits of regular outdoor access. As well as promoting the special qualities of the Park, information will seek to promote the benefits of outdoor access. *CNPA will seek to support the Ranger services, land owners, tourism and outdoor recreation providers across the National Park to have a greater awareness of gender issues and how to provide access opportunities for all.*

The Cairngorms Explorer visitor guide contains information about "access for all routes." This includes routes which would be suitable for pushchair use. The CNPA will continue to provide information for publications such as "Walking on Wheels: 50 Wheel Friendly Trails in Scotland". This publication details 12 routes within the National Park.

In general, literature produced by the CNPA shows a balanced mix of male/female images, however some highland activities such as shinty and mountain biking are male dominated and care needs to be taken to promote sports for women and for whole family enjoyment. This should also be reflected in literature produced by Park service providers.

Feedback from Park users suggests that there appears to be a general lack of information on the Park's services, for local people and visitors, and for specific groups, eg transgender people and people with disabilities.

Access

The National Park is internationally renowned for the exceptional range and quality of outdoor access and recreational opportunities. The area provides many people with the chance to enjoy the natural environment in many different ways.

The CNPA will develop a co-ordinated approach to the provision of a range of opportunities in the Park for people of all abilities through the sustainable management of high quality outdoor access and recreation involving the public, private, community and voluntary sector.

The CNPA will seek to engage and involve all communities in the planning and management of outdoor access throughout the Park. All consultations will be conducted in line with the National Standards for Community Engagement.

Social Inclusion

The Cairngorms National Park should be a place where everyone can experience the benefits, whatever their background or ability. The CNPA's inclusion work is focussed on reaching beyond the "usual suspects" who traditionally visit the National Park, to excluded groups and encourage them to engage with the Park. The CNPA is committed to work with other partners who already operate in this field, to create opportunities through marketing, community engagement, improving access and developing learning and education outreach programmes

This will include creating and promoting packages for specific user groups with relevant and user friendly information about the Park which details what is on offer, eg through Cairngorms on a Shoestring

Ambassadors will use these materials to help promote the Park to excluded groups and a programme of activities will be developed to increase people's awareness and understanding of the area, for example through volunteering opportunities and the John Muir Award. Outreach projects include working with young single-parent mothers and we are developing links with the Women at Work network. The John Muir Award has worked with several organisations to help women engage with the Park including Fairbridge, Wild Mountain Dreams, Upper Deeside Learning and Conservation Project and Stewarton Academy in Ayrshire

Conclusion

The CNPA will seek to improve equality of opportunity and eliminate discrimination as detailed above and specifically in the following Action Plan. There is a role for the CNPA to remain a vigilant guardian of good practice and to lead the way in educating all, including partners, Park service providers and users.

CNPA GENDER EQUALITY SCHEME - ACTION PLAN July 2007 – July 2010

Aim 1 – To Eliminate Unlawful Discrimination and Harassment.

Outcome	Action	Timescale	Accountable
<p>Objective 1 Develop Equality Impact Assessment system in conjunction with DES Action Plan</p>	<p>1. Complete work on IA template and roll out to all departments in CNPA</p>	<p>March 2008</p>	<p>Education and Inclusion Manager</p>
<p>Objective 2 Equal Pay Audit and review every 2-3 years.</p>	<p>1. Conduct equal pay audit of our payscales and salaries across the organisation, and repeat this process every 2-3 years 2. Address any imbalance in the annual pay review process.</p>	<p>December 07 Annual</p>	<p>HR Manager</p>
<p>Objective 3 Ensure all staff are trained adequately in gender equality awareness, giving priority to training managers on terms of recruitment and managing staff</p>	<p>1. Build equality awareness into management training programmes 2. Ensure that all staff understand equality and 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, 3. Ensure that all staff involved in recruitment are trained in their specific responsibilities in regard to equality 4. Ensure clear guidelines for the reporting and management of any discriminatory practice</p>	<p>December 2007 and ongoing</p>	<p>HR Manager</p>
<p>Objective 4 To ensure Park service providers are aware of and understand the</p>	<p>1. Education and awareness training of Park service providers and public re gender equality. HIEF can provide this awareness-raising and</p>	<p>1 general roadshow type event each</p>	<p>Sustainable Tourism Officer /</p>

needs of different equality groups,
 including personal safety concerns

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| <ul style="list-style-type: none"> 2. Support councils to improve public toilets eg re baby changing facilities for men, safety measures 3. Support community safety training in rural areas and look at ways of disseminating information to target certain groups | <p>follow-up bespoke training</p> | <p>calendar year with training supplied on request</p> <ul style="list-style-type: none"> 2. Dec 08 3. Sept 08 | <p>Visitor Services Manager/ Social Inclusion officer</p> |
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Aim 2 – To Promote Equality of Opportunity.

Outcome	Action	Timescale	Accountable
<p>Objective 1 Ensure equality of opportunity to access training</p>	<p>1. Continue to audit training provision and uptake of training opportunities. Ensure equality of access between genders by offering gender specific training if required.</p>	<p>Ongoing, report annually.</p>	<p>HR Manager</p>
<p>Objective 2 Ensure male, female and transgender staff are equally encouraged to take up training and career development opportunities.</p>	<p>1. Update appraisal guidance to include a section on equality. 2. Provide information about training and career development opportunities to all across the organisation.</p>	<p>1. September 07</p>	<p>HR Manager</p>
<p>Objective 3 To promote a good gender balance throughout all levels of the organisation.</p>	<p>3. Use findings from IA to inform actions 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 development opportunities allows men, women and transgender employees to identify opportunities and to feel encouraged by their relevance and open access to them 4. Where appropriate training may be offered to help overcome specific areas of imbalance. 5. Offer work shadowing schemes in-house for</p>	<p>September 07</p>	<p>HR Manager</p>
		<p>October 07 and ongoing</p>	

existing employees to gain better understanding of other departments.

Objective 4

Ensure Park service providers and residents are well informed of Park services and facilities including information on needs of specific user groups

Objective 5

To ensure that Park users, in particular women and transgender people can travel easily and safely within and into the Park.

Objective 6

To assess ways to promote understanding of career opportunities for both genders within the community

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| 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. | September 2008 | Sustainable Tourism Officer |
| 2. Develop visitor information on the Park which is available to specific user groups | Sept 2007 ongoing | Marketing Officer |
| 1. Support sustainable community transport initiatives as part of community development. | November 2007 ongoing | Economic Dev Officer |
| 2. Provide safety training to transport service providers in Park. | | |
| 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. | | Outdoor Access Officer |
| 1. Explore the possibility of setting up a work placement scheme within CNPA. | March 2008 | HR Manager |

Aim 3 – To Promote Positive Attitudes.

Outcome	Action	Timescale	Accountable
<p>Objective 1 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>	1. Include diversity / equalities criteria in Green Tourism Business Scheme / Park brand applications, eg training in equalities awareness	Mar 2008	Tourism and Economic Dev team, Social Inclusion officer
	2. Market the business case for equality and diversity to Park Service providers.		
<p>Objective 2 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>	1. Monitor and review CNPA and other organisations' publications showing equality of genders in images.	March 2008 ongoing	Communications Officer
	2. In visitor survey, obtain statistics on balance of male/female/transgender participation in different activities and address any stereotyping.	Next Park visitor survey	Visitor Services Manager

Aim 4 – To Build Awareness of Specific Barriers to Full Inclusion of Men, Women and Transgender People.

Outcome	Action	Timescale	Accountable
<p>Objective 1 Continue to build awareness of any gender issues amongst CNPA staff</p>	<ol style="list-style-type: none"> 1. Add equality as an agenda point on all staff consultative forum meetings 2. Hold regular staff surveys/face-to-face focus group meetings 3. Consult with trade unions 4. Collate information from complaints procedure 5. Analyse findings eg if not achieving a representative gender mix, investigate possible causes and take action 	September 07	HR Manager
<p>Objective 2 Continue to build awareness of any gender issues amongst CNPA Park Users</p>	<ol style="list-style-type: none"> 6. Feed back learning into GES Action Plan 1. Hold annual consultations with Park Users 2. Create feedback forms that ask pertinent questions about gendered issues 3. Continue to work with Inclusive Cairngorms 4. Make contact with new groups who hold information eg schools, Young mothers' groups etc 	November 07 and annual Park for All conference	Social Inclusion Officer