

Cairngorms National Park Authority

Mainstreaming report on the delivery of the aims of the general duty of the Equality Act (2010)

30 April 2013

Background to this report and the Equality Act 2010

1. The 2010 Equality Act draws much of its meaning and authority from the three general duties at its core. These say that public bodies must have due regard to the need to:
 - eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
 - advance equality of opportunity between people who share a protected characteristic and those who do not;
 - foster good relations between people who share a protected characteristic and those who do not.
2. In Scotland the Equality Act was followed by additional duties that applied to public bodies, known as the specific duties, or Public Sector Equality Duties.
3. This report has been produced in accordance with regulation 3 of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The report demonstrates what the Authority has been doing to deliver the aims of the general duty, with a special focus on making equality and diversity a part of our day to day work. Making sure that the delivery of equality and recognition of the positive role of diversity becomes part of our daily work is often referred to as 'mainstreaming'. By mainstreaming we mean that the aims of the general duty of the Equality Act are being met as part of the natural thinking, planning, and delivery cycle, rather than as a separate piece of work which sees equality compliance as a different task. This report highlights where mainstreaming is well embedded, where it is beginning to emerge, and where we think we most need to focus on next.
4. A different requirement under the specific duties asks us to identify what we want to achieve in terms of change in this area over the next few years. Known as 'Equality Outcomes' the Authority has produced a separate document that sets out our vision and identifies areas for activity over the next two years. More specific work plans will be written based on the outcomes we have identified.

5. You can view the Equality Outcomes document online at www.cairngorms.co.uk

Mainstreaming equality within CNPA

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

Corporate functions and processes

Policy and Project planning and development

7. We have embedded various ways to capture equalities in project planning and development processes.
 - Equality impact assessment (EqIA) – is undertaken on new projects and activities. Some recent assessments are available on our website at www.cairngorms.co.uk.
 - Expenditure justification forms – project proposal form includes a section on equalities, to identify how the project promotes equality and whether an impact assessment is required.
 - Project initiation document – as part of project planning, staff are required to complete these forms which include a section on equalities and identify whether an EqIA is required.
 - Project checklist – at the very early stages of project planning, staff use a checklist which provides guidance on various aspects they need to consider prior to starting a project. This checklist includes a section on equalities/EQIA considerations.

Future focus – staff training on Equality impact assessments and reviewing equalities sections in project planning documents.

Grant funding

8. Promoting equalities through our grants programme and partnership funding to third parties.
 - A review of the application form and guidance for our Grants programme, delivered through the Cairngorms Local Action Group, identifies how the applicant organisation promotes equal opportunities, and how the project promotes equality.
 - CNPA provides grant funding to 9 out of 12 ranger services operating across the Park. A requirement of their funding is to prepare and review an Equality and Diversity statement, setting out how they are promoting equality through their service.
 - Outwith the grants programme, funding is also granted to third parties for projects where CNPA is not necessarily the lead partner. We are going to incorporate equality considerations into the standard terms and conditions of letters of offer.

Future focus for grant provision – review terms of conditions of grant funding to include reference to equalities.

Communications and Engagement

9. Communications and engagement processes are key to ensuring CNPA's services are accessible to the public. Promoting equality is achieved through:
- Publications – using and promoting best practice in accessible design; providing alternative formats on request.
 - Corporate identity – recently reviewed to improve clarity and accessibility of CNPA branding.
 - Adhering to best practice in consulting with communities through CNPA's version of the National Standards for Community Engagement, eg in developing the National Park Partnership Plan, Core Paths Plan, Local Development Plan.
 - Involving Inclusive Cairngorms, an advisory forum to CNPA which promotes equality and inclusion. Includes organisations and individuals representing equality groups and interests who engage with the Park. The forum is consulted on CNPA's work through the EqlA process.
 - Supporting other advisory forums, community development officers and community action planning to encourage inclusive participation in CNPA funded activities.

Future focus for communications and engagement:

- improving the provision, promotion and accessibility of corporate information (relates to Equality Outcome 3)
- work with partners to improve provision, promotion and accessibility of Park information (relates to Equality Outcome 3)
- using and promoting best practice to engage with voluntary and equality groups (relates to Equality Outcome 1)

Procurement

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

Future focus for procurement – we need to make sure that an equalities element of procurement assessment is fully embedded in our procurement policies and operations. While we have begun the process of including the approach to equalities as an element of the tender quality assessment, this approach has yet to be fully embedded into standard practice.

Service provision

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

Planning

12. As part of our Planning Service Improvement Plan, ways of improving engagement with communities are being taken forward. Promoting equality is integral to this.
- a. Protocol where Inclusive Cairngorms are consulted on significant applications, eg public facilities, green space, large scale developments.
 - b. E-planning allowing wider participation in planning.
 - c. Establishment of the Community Planning Reps Network.
 - d. Engaging young people in planning processes through education programmes, eg In My Back Yard delivered in 4 schools in 2012.

Future focus for planning – providing and promoting range of accessible options for community involvement in planning; working with schools to embed planning awareness in curriculum (relates to Equality Outcome 4).

Outdoor Access

13. As the Access Authority under the Land Reform Act (2003) Outdoor Access, CNPA facilitates responsible outdoor access in the Park. A key role in access is the development of core paths in the Park. Here equality is promoted through the principle of paths being as barrier-free as possible; associated paths leaflets and signage adhere to best practice in accessible design; and core paths plans are consulting on widely (using best practice in community engagement); while Local Outdoor Access Forum meetings are held in accessible venues.

Future focus for access – continuing to use and promote best practice in accessible design of paths and signage (relates to Equality Outcome 2).

Gathering evidence

14. Gathering evidence of service users will help us to make our services more accessible to them. Equality information is gathered through the grants programme, and Land Management training project, but could be extended to other service provision areas, eg planning, projects, public events to get a greater understanding of who our customers are.

Future focus for gathering evidence – developing methods of gathering equality data information through our project delivery (Relates to Equality Outcome 1).

Leadership and staff awareness

15. Mainstreaming the equality duty is an organisational responsibility and leadership and staff and Board awareness are central to success.
- Equality and diversity training for staff and Board members was carried out in 2011/12 and this will be repeated over the next year for staff and Board members who have not yet been on it.
 - Internal Park for All Equalities group, chaired by a senior manager –oversees and leads on our equalities work. Includes HR and service delivery staff.
 - Senior managers – champion equalities in their teams and ensure equality is promoted in their delivery programmes. In-house Equalities and EQIA training is planned for senior managers in May 2013.

- As an organisation, promoting best practice in equalities to our partners, eg producing and promoting Park for All accessibility checklists, which are available on our website.

Future focus for leadership – training for senior managers in 2013; continue to promote best practice in equalities to our partners.

Employment

16. CNPA subscribes to the 'Positive about Disabled People' scheme, in terms of which job applications from any candidate who indicates that they have a disability will be automatically short-listed if they demonstrate that they meet all the essential short-listing criteria, even if they don't strongly meet these criteria.
17. The equality considerations of staff are identified through a number of means.
 - Staff Consultative Forum – equality is standing item on meeting agendas.
 - Staff appraisal – includes section on equalities to identify any additional needs / support required on account of an employee's protected characteristics.
 - Staff Equalities Monitoring survey (see below) (relates to Equality Outcome 5).

Staff composition

18. In light of the requirements of the Public Sector Equality Duties the Human Resources department conducted a Staff Equalities Monitoring survey of staff inviting them to complete a questionnaire that identified themselves against the protected characteristics.
19. 91% of staff in the organisation at the time of the survey (March 2013) responded to the survey. Only three of these respondents gave a 'prefer not to say' response to all questions. This response rate suggests high staff engagement with equalities matters.
20. Whilst the information (presented in the appendix to this report) was very welcome, the survey resulted in an incomplete set of data which, being anonymous, makes it difficult to identify staff in terms of the breakdown of protected characteristics across the recruitment, development and retention of staff. There is potential for developments in the Human Resources department's database upgrades that may present opportunities to gather this information in a variety of ways, such as via a self-service HR system option, which may encourage more staff to provide this information. But essentially we recognise that more work needs to be done to raise understanding and build confidence and engagement with equality and diversity measurement.

Equal opportunities monitoring in recruitment

21. In terms of monitoring equal opportunities for recruitment, data is confidentially gathered and held on all external job applicants, and reported upon every two years to our Board through the Staffing and Recruitment Committee. We found however that

we were not gathering or reporting data across all characteristics – this has been rectified for 2013, and will be collated and reported in April 2015. The data we hold for 2012 is presented in the appendix to this report.

22. Our initial observations from interrogation of the data we do hold was in relation to gender: of a total of 97 external applicants in 2012 there were 56 male applicants and 41 female, or 58% of applicants were male and 42% female. Of those appointed, 2 (29%) were male and 5 (71%) female. Of a total of 85 external applicants in 2011 there were 57 male applicants and 28 female, or 67% of applicants were male and 33% female. Of those appointed, 40% were male and 60% female. So the recruitment balance by gender was quite the opposite of the gender balance of applicants.
23. With regards internal recruitment/promotion, the data we gathered reported only on a few characteristics – namely age and gender. This has been rectified for 2013, and will be collated and reported in April 2015. We can however report that in 2012 there were internal promotions into 4 posts. Of the total number of 9 applicants, 5 were male and 4 were female - 3 of the appointments were female, with 1 male appointed.
24. Whilst it is noted that on the whole there are more female recruitments into posts than male despite a preponderance of male applicants in both the external and internal processes, analysis of the types of posts recruited, and the balance of applicants for each post recruited suggests that there is no underlying gender bias.

Gender Pay Gap

25. The gender pay gap as at 31st March 2012 was 25.93%, at which point there were 39 female staff with an average hourly salary of £15.37; and 22 male staff with an average hourly rate of £20.75.
26. A recent equal pay audit found the following:
27. The lower graded support and administrative posts are all held by women, with 9 of the 13 senior management post occupied by men. However, CNPA **jobs** are evaluated to determine which band they should be placed in, and most staff start at the bottom of the band, progressing by annual progression awards to the top of the scale. The potential for gender inequality is thus reduced by the fact that jobs are objectively evaluated and salaries allocated according to the job content rather than the person. There is still potential for inequality within evaluation systems, such as the weighting given to particular types of work – for example caring tasks have often attracted a lower weighting than manual labour in the past, which indirectly favours more men than women. The CNPA evaluation system has been designed to avoid this type of discrimination.
28. The audit found that although there were variances in salary average between male and female, there was no obvious pattern in terms of grade/level within the organisation,

with the female average higher than the male in some grades, yet not in others. The analysis of the variations suggested that variations were due to length of service within a particular grade.

29. On ratio there are more 'new' female staff than male staff in the organisation (of the 12 posts have been appointed by external applicants in the last two years, 67% were female and 33% were male), and new staff are as a matter of policy typically placed at the bottom of the pay band. This has partly contributed to the overall picture of the average female salary being lower than the average male salary.
30. CNPA has a number of policies designed to ensure that male and female members of staff have equal access to career progression. Male and female staff are given support in managing childcare commitments and other work life balance issues to enable them to work effectively at any level of the organisation. We have not refused any request so far for flexible working, and have a range of part time, job-share and ad-hoc working from home arrangements which have been accessed equally by men and women across the organisation.
31. Where inequalities in salary levels exist it seems to be linked mostly to demographic factors rather than inherent inequalities within CNPA job evaluation or access to additional pay. Nevertheless, we realise that staff in lower graded posts should be encouraged to take up opportunities for training and development thereby putting themselves in a stronger position to be promoted into higher paid positions. An Organisational Development strategy is being developed over the next year, and will take account of this.

What next ...

32. This is our first report on the mainstreaming of the aims of the Equality Act at Cairngorms National Park Authority, which we are required to publish by 30 April 2013. We hope that it shows that in developing, consulting and delivering our National Park Partnership Plan, with an underlying theme of the National Park being a Park for All, and with the long-term vision for the National Park being an outstanding National Park, enjoyed and valued by everyone, where nature and people thrive together, we have already been fulfilling the aims of the General Duty for some years. For many staff, celebrating the diversity of people and reaching out to new audiences is the day job. Elsewhere the requirements of the new Act have acted as a springboard for change, with improvements already beginning to deliver. What we have also learned though is that there is always room for improvement, and in composing our Equality Outcomes we have tried to identify things that can be delivered that will make changes as soon as we can, whilst setting firm foundations for even more improvement in the future.
33. Our next mainstreaming report is required by 30 April 2015, along with a progress report on how we are achieving our outcomes.

34. We encourage you to read our Equality Outcomes and to let us know how we are doing and how we can do even better. If you have any comments or queries about any matters raised in this report or our Equality Outcomes, please contact:

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

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Appendix I: Staff composition

Regulation 6 of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires us to include in this report information showing the composition of the Authority's employees, including a breakdown of the recruitment, development and retention of staff, with respect to the protected characteristics of age, disability, gender reassignment, marriage, pregnancy, race, religion, sex (gender) and sexual orientation.

As previously mentioned in this report, our use of statistics in this area is something that we need to address. The data we hold on our staff relates to what was captured when they joined the Authority. 67% of our staff have been with the organisation for more than 5 years, and therefore the data we hold does not cover all the characteristics identified in the 2010 Act. Also as previously mentioned, we did undertake an exercise to gather data from staff in accordance with their identification of themselves against the protected characteristics. This was totally anonymous, and staff were not asked to identify themselves in the survey response. They were simply asked about their profile in relation to the characteristics. A copy of the questionnaire is provided in Appendix 2 (see page 15). Returns were received from some staff, and many of those were only partially complete. We would like to run this exercise again with more support and explanation about the benefits to the individual and organisation of completing the survey. The findings are presented below.

Composition of staff

Overall staff headcount (31 March 2013) = 58 (excluding 2 staff on maternity leave and one on a career break)

Total number of respondents to survey = 53 (91% of headcount)

Gender

Male = 19

Female = 32

Blank = 2

Marital status

Married = 29

Unmarried = 15

Prefer not to say = 9

Age

16 - 24 = 1

25 - 29 = 2

30 - 34 = 4
35 - 39 = 9
40 - 44 = 8
45 - 49 = 8
50 - 54 = 8
55 - 59 = 1
60 - 64 = 2
65+ = 2
Prefer not to say = 8

Disability

Disabled = 1
Not disabled = 47
Prefer not to say = 3
Left blank = 2

National Identity

English = 3
Scottish = 23
British = 21
Other = 3
Prefer not to say = 3

Ethnicity

White (English) = 9
White(Scottish) = 30
White (Other) = 9
Bangladeshi = 1
Prefer not to say = 4

Religion or belief

No religion = 27
Christian = 17
Prefer not to say = 9

Sexual orientation

Heterosexual = 47
Other = 1
Prefer not to say = 5

Transgender

No = 48
Prefer not to say = 5

Work pattern

Full time = 35

Part time = 13

Prefer not to say = 5

Caring Responsibilities

None = 22

Child/children under 18 = 15

Disabled child = 2

Older person 65 + = 2

Secondary carer = 7

Prefer not to say = 6

Staff Recruitment and retention stats

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

The internal recruitment statistics in 2012 focused on some, but not all the characteristics, limited to those captured when employees first joined the organisation. This position has been revised for 2013, where all internal applicants complete a questionnaire that focuses on all the protected characteristics. We realise therefore that our statistical analysis is something that needs to be addressed going forward, but in the meantime we can report on internal recruitment as follows:

- In 2012, twelve posts were recruited. There were internal applicants for four posts. Four of these applicants were female, and five were male. One was in the 30 – 34 age category; two were in the 35 – 39 category; five were in the 40 – 44 category; and one was in the 45 – 49 age category.
- All four posts were filled by internal applicants. Three of the appointed officers were female and one was male. One of the appointed officers was in age category 30 – 34. Three were in age category 40 – 44.

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

External recruitment

The external recruitment statistics in 2012 focused on some, but not all the characteristics. This position has been revised for 2013, where all external applicants complete a questionnaire that focuses on all the protected characteristics. We realise therefore that

our statistical analysis is something that needs to be addressed going forward, but in the meantime the information held on external applicants for 2012 is as follows:

Total number of applicants was 97, of which 41 were female and 56 were male

Age breakdown

16 – 20 =	6
20 – 29 =	22
30 - 39 =	26
40 – 49 =	22
50 – 59 =	19
Blank =	2

Marital status

Divorced	2
Married	42
Partner	6
Single	44
Unknown	3

Religion/Belief

Atheist	4
Blank	46
Church England	3
Church Scotland	7
Hindu	1
Muslim	1
None	24
Other	1
Protestant	2
Roman Catholic	8

Ethnicity

Asian	3
Black African	1
Black Caribbean	2
Other	1
White European	89
White US/Aust/NZ	1

Disability	3
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Staff Development stats

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

Currently our HR database records training undertaken by all staff. The data is recorded by the names of staff and because our HR database records some, but not all the protected characteristics of staff, we can only report on a limited number of characteristics.

We do have data on the age and gender of each our employees, and work is currently taking place to interrogate this data to look at patterns and learn about our staff profiles and what this means for staff and the organisation. The approach currently being taken with these statistics is the standard we would like to achieve across data covering all of the protected characteristics.

The data we already hold on staff training in 2012 can be reported as follows:

31 women and 20 men went on at least one training course in 2012. This represents 88% of the total headcount.

The age breakdown of staff who went on training was

16 – 24 = 2

25 – 29 = 1

30 – 34 = 4

35 – 39 = 9

40 – 44 = 8

45 – 49 = 11

50 – 54 = 10

55 – 59 = 3

60 – 64 = 1

65+ = 2

The grade breakdown of training undertaken by staff in 2012 was as follows (with band A being the lowest grade/salary):

Band A = 2 staff (100% of staff in grade); band B = 3 staff (50% of staff in grade); band C = 6 staff (75% of staff in grade); Band D = 20 staff (90% staff in grade); Band E = 6 staff (75% of

staff in grade); band F = 9 staff (100% of staff in grade); band G = 4 staff (100% of staff in grade). CEO = 1.

Appendix 2 – Equal Opportunities Monitoring Form

The CNPA is committed to recruiting, retaining and developing a workforce that reflects at all grades the diverse communities that we serve. It is vital that we monitor and analyse diversity information so that we can ensure that our HR processes are fair, transparent, promote equality of opportunity for all staff, and do not have an adverse impact on any particular group. Your cooperation in providing us with accurate data will ensure that we not only meet our legal obligations, but even more importantly will result in us designing and applying policies and processes that attract and retain a diverse, talented and motivated workforce. Any information provided on this form will be treated as strictly confidential and will be used for statistical purposes only. No information will be published or used in any way which allows any individual to be identified.

Gender	Male <input type="checkbox"/>	Female <input type="checkbox"/>
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Marital Status	Married <input type="checkbox"/>	Civil Partnership <input type="checkbox"/>	Unmarried <input type="checkbox"/>
	Prefer not to say <input type="checkbox"/>		

Age	16-24 <input type="checkbox"/>	25-29 <input type="checkbox"/>	30-34 <input type="checkbox"/>	35-39 <input type="checkbox"/>	40-44 <input type="checkbox"/>
	45-49 <input type="checkbox"/>	50-54 <input type="checkbox"/>	55-59 <input type="checkbox"/>	60-64 <input type="checkbox"/>	65+ <input type="checkbox"/>
	Prefer not to say <input type="checkbox"/>				

How would you describe your national identity?

English <input type="checkbox"/>	Welsh <input type="checkbox"/>	Scottish <input type="checkbox"/>	Northern Irish <input type="checkbox"/>
British <input type="checkbox"/>	Other <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>	

What is your ethnicity?

Ethnic origin categories are not about nationality, place of birth or citizenship. They are about the group to which you as an individual perceive you belong. Please indicate your ethnic origin by ticking the appropriate box

White

English <input type="checkbox"/>	Welsh <input type="checkbox"/>	Scottish <input type="checkbox"/>	Northern Irish <input type="checkbox"/>
Irish <input type="checkbox"/>	Gypsy or Irish Traveller <input type="checkbox"/>	Other White background <input type="checkbox"/>	

Mixed/multiple ethnic groups

White and Black Caribbean <input type="checkbox"/>	White and Black African <input type="checkbox"/>
White and Asian <input type="checkbox"/>	Any other mixed background <input type="checkbox"/>

Asian/Asian British

- | | | | |
|----------------------------|--------------------------|-----------|--------------------------|
| Indian | <input type="checkbox"/> | Pakistani | <input type="checkbox"/> |
| Bangladeshi | <input type="checkbox"/> | Chinese | <input type="checkbox"/> |
| Any other Asian background | <input type="checkbox"/> | | |

Black/ African/ Caribbean/ Black British

- | | | | |
|--|--------------------------|-----------|--------------------------|
| African | <input type="checkbox"/> | Caribbean | <input type="checkbox"/> |
| Any other Black/African/Caribbean background | <input type="checkbox"/> | | |

Other ethnic group

- | | | | |
|------|--------------------------|------------------------|--------------------------|
| Arab | <input type="checkbox"/> | Any other ethnic group | <input type="checkbox"/> |
|------|--------------------------|------------------------|--------------------------|

Prefer not to say

Do you consider yourself to be disabled? Yes No Prefer not to say

Any information you provide here will be used for monitoring purposes only – if you need a ‘reasonable adjustment’, then please advise your Manager and HR accordingly. We will take reasonable steps to meet your particular needs.

What is your sexual orientation?

- | | | | |
|-----------------------|--------------------------|-------------------|--------------------------|
| Heterosexual/straight | <input type="checkbox"/> | Gay woman/lesbian | <input type="checkbox"/> |
| Gay man | <input type="checkbox"/> | Bisexual | <input type="checkbox"/> |
| Other | <input type="checkbox"/> | Prefer not to say | <input type="checkbox"/> |

Do you currently or have you previously considered yourself as transgender?

- | | | |
|------------------------------|-----------------------------|--|
| Yes <input type="checkbox"/> | No <input type="checkbox"/> | Prefer not to say <input type="checkbox"/> |
|------------------------------|-----------------------------|--|

What is your religion or belief?

- | | | | | | |
|-------------|--------------------------|--------------------|--------------------------|-------------------|--------------------------|
| No religion | <input type="checkbox"/> | Buddhist | <input type="checkbox"/> | Christian | <input type="checkbox"/> |
| Hindu | <input type="checkbox"/> | Jewish | <input type="checkbox"/> | Muslim | <input type="checkbox"/> |
| Sikh | <input type="checkbox"/> | Any other religion | <input type="checkbox"/> | Prefer not to say | <input type="checkbox"/> |

What is your current working pattern?

- Full-time Part-time
Prefer not to say
-

What flexible working arrangement do you make most use of?

- None Flexi-time
Job-share Homeworking
Other Prefer not to say
-

Do you have caring responsibilities? If yes please tick all that apply

- None
Primary carer of a child/children (under 18)
Primary carer of disabled child/children
Primary carer of disabled adult (18 and over)
Primary carer of older person (65+)
Secondary carer
Prefer not to say
-

**By completing this form you have helped us better understand how we, as an employer, ensure equality of opportunity for all.
Thank you for completing this form.**