

# **CNPA GENDER EQUALITY SCHEME**

## **3 YEAR REVIEW AND ACTION PLAN**

**June 2010**

### **INTRODUCTION**

1. The CNPA published its first Gender Equality Scheme (GES) in June 2007 setting out how it will promote equality of opportunity for men, women and transgender people in the delivery of its public functions and as an employer. The CNPA must review its GES after 3 years and publish a new GES on 29 June 2010.
2. This paper firstly sets out what is required by CNPA under current gender legislation. This is followed by a summary of objectives and progress made on CNPA's current GES. The final section sets out our new Action Plan based on progress and new evidence gathered. An Annex is available separately providing a more detailed account of new evidence and information gathered.

### **LEGISLATION**

3. The gender equality duty was introduced into legislation in the Equality Act 2006, amending the Sex Discrimination Act. It means that public bodies must have 'due regard' to the need to:
  - a) Eliminate unlawful sex discrimination and harassment. including against transsexual people
  - b) Promote equality of opportunity between men and women
4. The specific duties set out the requirements for public authorities to meet the general duty, including a duty to:
  - a) Gather information on how their work affects men and women.
  - b) Consult employees, service users, trade unions and other stakeholders
  - c) Assess the different impact of policies, practices on men and women and use this information to inform their work.
  - d) Identify priorities and set gender equality objectives.
  - e) Plan and take action to achieve gender equality objectives
  - f) Publish a gender equality scheme, report annually and review progress every three years.
  - g) Publish an equal pay statement (if they have 150+ staff) and report on progress every three years.

## PROGRESS REPORT OF GES (2007-10)

### Gathering and Using Evidence

5. **Legal requirement:**

- a) To gather information on the effect of our policies and practices on men and women, and the extent to which the services we provide and functions we perform promote equality of opportunity and take account the needs of men and women.

6. **What we said:**

- a) Develop EqIA system and roll out across CNPA;
- b) Hold annual consultations with Park users to build awareness of gender issues.
- c) Create feedback forms at CNPA events which capture information on gender issues / needs.
- d) Continue to work with Inclusive Cairngorms to build awareness.
- e) Monitor and review CNPA publications for equality of gender in images.
- f) In visitor survey, obtain stats on gender balance re participation in activities and address stereotyping.

7. **What we have done:**

- a) EqIA process developed and being rolled out, to assess impact / gather information on the effect of policies on men and women.
- b) Through Inclusive Cairngorms, a workshop was held in Jan 2009 to discuss development opportunities for women in the Cairngorms National Park. This identified common barriers and potential projects / actions to address them e.g. Childcare provision and cost, lack of confidence, transport, male dominated work, health, perceived risk / personal safety.
- c) Focus Group held in April 2010 to gather further information on issues / opportunities for women in rural areas, in partnership with Women's groups, projects.
- d) Joint National Parks Outreach action research project identified barriers to engaging with the National Parks. Following this, we have reviewed our priority groups that we support for social inclusion/outreach (Women / Gender is considered **medium priority**).
- e) CNPA publications are monitored for appropriate balanced mix of genders, and we will continue to source new images of all equality groupings through Inclusive Cairngorms and CNPA supported events.
- f) Visitor Survey (2009-10) includes identifying gender of interviewee (male / female) and information will analysed relative to the activities they take part in.

- g) Stats are gathered on gender of participants attending CNPA training events.
- h) Evaluation form templates being developed for use at other public events (to identify accessibility needs eg childcare availability and cost).

8. A more detailed summary of new evidence is provided in the Annex.

## **Consultation and Involvement**

9. **Legal requirement**

- a) To consult stakeholders in the preparation of our Scheme.
- b) Include information about what action we have taken or will take, to consult relevant employees, service users and others, including trade unions.

10. **What we said:**

- a) Hold annual consultations with Park users to build awareness of gender issues.
- b) Continue to work with Inclusive Cairngorms to build awareness.
- c) Make contact with new groups who hold information.
- d) Formation of sub-groups of IC to work on different strands of equality

11. **What we have done:**

- a) 14 people attended a workshop in Jan 2009, to discuss development opportunities for women in the CNP. New contacts established eg with Highland Wellbeing Alliance, Voluntary Action Highland, rural mentoring scheme in Loch Lomond and Trossachs National Park.
- b) 7 stakeholders contributed to Focus Group to review GES in April 2010 involving people representing women's groups and women's projects. New contact made with Lantra's Rural Women training project.
- c) Maintaining relationship and ongoing consultation with intermediary organisations such as women@work and Backbone to explore ways to encourage women to participate in the National Park. (including presentation at Inclusive Cairngorms meeting in September 08).
- d) Consulting with trade unions in development of GES
- e) Women's issues are represented on Inclusive Cairngorms through the women@work project (WEA).
- a) Inclusive Cairngorms have prioritised key areas for promoting equality in CNPA's Corporate Plan – outdoor access, visitor services and information, communities, housing and planning and Equality Schemes. (Jan 09). CNPA staff are now more aware of when to consult with IC.

## Impact Assessment

**12. Legal Requirement:**

- a) To impact assess all existing policies and practices, in addition to proposed policies and practices.
- b) To set out the actions we have taken or intend to take to assess the impact of existing and proposed policies and practices on equality between men and women.

**13. What we said:**

- a) CNPA will identify and prioritise policies and procedures that may cause barriers to people of either gender or transgender people, and amend them to prevent potential discrimination.
- b) Develop template for reviewing policies in consultation with Park users and Inclusive Cairngorms.
- c) Inclusive Cairngorms to help with impact assessments and prioritising policies.

**14. What we have done:**

- a) 14 staff have attended EqlA training
- b) Inclusive Cairngorms and CNPA staff have identified and prioritised policy areas in Corporate and Operational Plans for EqlA.
- c) EqlA process being rolled out in 2009 / 10 involving Inclusive Cairngorms where necessary. 5 generic EqlAs completed by 31 Mar 2010 involving 14 staff.
- d) Mechanisms being implemented to embed equality into policy and project development.
- e) Completed EqlAs will be published on our corporate website  
[www.cairngorms.co.uk](http://www.cairngorms.co.uk)

## Employment

**15. Legal requirement**

- a) To gather information on the effect of our policies and practices on men and women and the extent to which they promote equality between male and female staff.
- b) To develop and publish an equal pay statement (for public bodies with over 150 staff).
- c) To include an objective that addresses the causes of the gender pay gap, or provide justification as to why one is not required.

**16. What we said:**

- a) Equality monitoring with regards gender balance will be on-going at all stages of employment e.g. Equal pay audit reviewed every 3 years, training provision audit,
- b) Ensure all staff are trained in gender equality awareness, particularly managers.
- c) CNPA will promote good practices in employment by ensuring that we not only fulfil our legal obligations, but go beyond this to promote equality of opportunity and diversity within our workforce. E.g. staff encouraged to seek career development opportunities, job adverts will promote equality of opportunity, offer work shadowing in-house for existing employees, explore work placements within wider community.
- d) Build awareness of gender issues amongst CNPA staff through Staff Consultative meetings, trade unions.

**17. What we have done:**

- a) Recruitment - Jobs are advertised in the local press and on the website, and are accessible to all. Adverts state that CNPA is an equal opportunities employer.
- b) Monitoring of employment includes records of the gender balance of staff across Pay grades, applications for employment, and applications for training. *A summary of this data is provided below.*
- c) Applications for promotion are not relevant to CNPA, although staff at all levels are encouraged to seek career development opportunities through the appraisal system. In addition, following the revision of the recruitment policy in February 2010, all job opportunities are advertised internally in the first instance, and internal applicants are guaranteed an interview if they meet the essential criteria. Furthermore the CNPA pays for accredited training courses that have been identified that will enhance staff's career opportunities within the organisation, and additional special leave is provided for staff for study purposes associated with these courses.
- d) Although not required for an organisation with less than 150 staff, CNPA carried out an Equal Pay Audit in Dec 2007 and Apr 2010. The results reflect the National trend – evidence from the equal pay audit suggests that the organisation is affected by prevalent demographic trends rather than particular organisational factors. No issues of inequality were identified, therefore no statement is required to address gender pay gap.
- e) 12 Staff involved in focus group in April 2010 to discuss gender and other equality issues in development of Gender Equality Schemes. Information gathered is detailed in the Annex.
- f) CNPA provides flexible working practices and many benefits for staff to facilitate caring responsibilities and to balance the requirements of work and

personal life more effectively, eg flexi-time system, an enhanced level of maternity pay, career breaks, special leave and home working policies, job-sharing and part time working. We have also introduced a Child Care Voucher system to enable staff to make tax savings whilst paying for childcare.

- g) Equalities issues are a standing item on the Staff Consultative Forum agenda (with staff and Union representation), and this ensures consistent awareness of equalities issues.
- h) Appraisal forms have been amended to include a section on equalities needs, with training provided for line managers to deal with any needs arising.
- i) Annual “staff details” information gathering provides further opportunity for staff to highlight any equality needs.
- j) Staff “Away Days” are held twice each year. These events are used to discuss key themes that are relevant to staff, the organisational culture, and stakeholder relationships. All staff are invited to contribute their views and are involved on how we develop our core approaches
- k) General equalities awareness is built into management training for middle and senior Managers, and staff who are involved in recruitment. Equalities guidance developed for appraisals, and contained in the staff handbook.

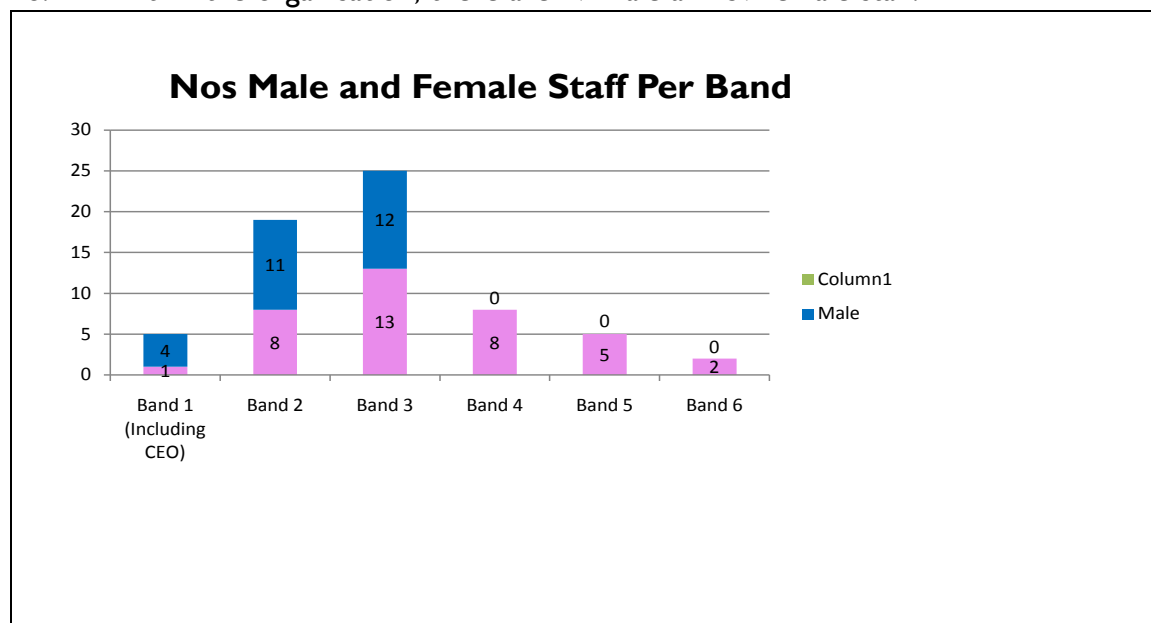
Not achieved

Work placement has been explored but considered not a priority due to resourcing issues.

## Gender balance within CNPA

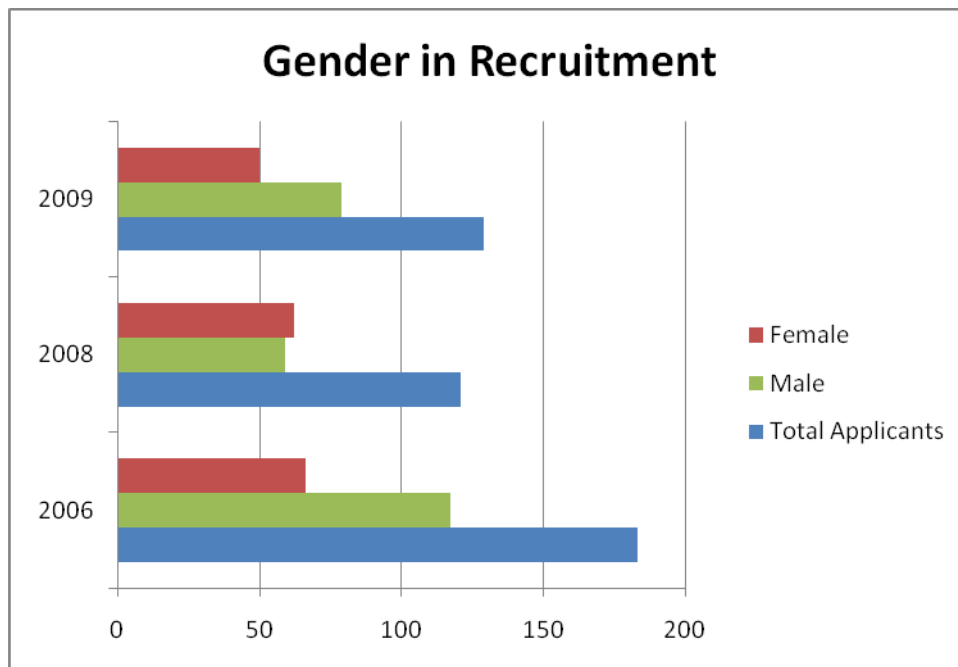
### Staff

18. Within the organisation, there are 27 male and 37 female staff.



## **Recruitment**

19. Of a total of 183 applicants in 2006 there were 117 male applicants and 66 female, or 64% of applicants were male and 36% female. Of those appointed, 50% were male and 50% female.
20. Of a total of 121 applicants in 2008 there were 59 male applicants and 62 female, or 49% of applicants were male and 51% female. Of those appointed, 42% were male and 58% female.
21. Of a total of 129 applicants in 2009 there were 79 male applicants and 50 female, or 61% of applicants were male and 39% female. Of those appointed, 20% were male and 80% female.
22. Short-listing is done once the personal data section has been removed from the application form. This means that the people assessing the application forms are not aware of the gender of the applicant, unless there are clues in the text of the application (such as a reference to a husband or maternity leave etc), so it would be difficult for there to be direct discrimination at this stage.



## **Training**

23. Every member of staff (65 – this includes staff who went on secondment during the period, as well as staff returning from career breaks and maternity leave mid-way through the period) had been at least one training course/conference/seminar. Percentages below are as a percentage of **all** staff:

- a) 9 (13%) staff had attended only one course (4 (6%) male and 6 (9%) female staff)
  - b) 21 (32%) staff had attended two courses (9 (14%) male and 12 (18%) female)
  - c) 8 (12%) staff attended 3 courses (4 (6%) male and 4 (6%) female)
  - d) 13 (20%) staff attended 4 courses (4 (6%) male and 9 (14%) female)
  - e) 6 (9%) staff attended 5 courses (3 (4%) male and 3 (4%) female)
  - f) 7 (11%) staff attended 6 or more courses (3 (4%) male and 4 (6%) female)
24. Training opportunities are identified during the appraisal process. These courses are then sourced by a dedicated officer. Additional training opportunities are advertised to all staff equally through the Intranet. In addition, some staff source additional courses them, and these are always approved, provided they link to the individual's line of work and/or career development.
25. Of the 15 (23%) female staff in bands 4 – 6, 1 (1%) had done one course, 7 (11%) have done 2 courses, 1 (1%) had done 3 courses, and 6 (9%) have done 4 or more courses.
26. These statistics indicate that training opportunities are presented and taken up pretty equally across the organisation, and the lower graded staff are clearly also making good use of these opportunities for professional career development

## **Action Planning and Delivery**

27. **Legal requirement**
- a) To set out overall objectives that we have identified that will enable us to meet our general duties.
28. **What we said:**
- a) Specific actions set out in our GES Action Plan (not already referred to in previous sections) include:
    - i. Raising awareness and understanding of gender equality amongst Park service providers, including personal safety issues and specific needs of user groups.
    - ii. Ensuring that travel round the Park is easy and safe, by supporting sustainable community transport initiatives, safety training for transport operators and supporting innovative solutions.



**29. What we have done**

- a) Action Plan is included in our GES 2007-10 and annual updates published in June 08 and June 09.
- b) Key actions and outcomes **not already referred to** in previous sections include:
- c) Equality and Diversity awareness training for Park service providers held in June 2009. Poor uptake so plan to run this again.
- d) CNPA funding for Heather Hopper has enabled provision of newer and more accessible buses, allowing easier, more child-friendly access, eg additional space for pushchairs.
- e) Cairngorms Explorer publication provides useful accessibility information on getting round the National Park
- f) Community Transport Company provides safety training for drivers.
- g) Providing funding through CNPA and LEADER grant scheme, to support development opportunities for women living and working in the National Park and addressing the barriers for women engaging with the National Park. (Women are a funding priority group for LEADER). Projects funded include Active Life project – supporting women from minority ethnic groups to access the National Park, and an events programme using the National Park for women and children who have suffered domestic abuse.

**Publishing, Reporting and Reviewing**

**30. Legal requirement:**

- a) To publish our Gender Equality Scheme, annually report on our progress in achieving the outcomes with our Scheme, and fully revise our Scheme after three years.

**31. What we have done:**

- a) Published GES in June 2007 on CNPA website
- b) Provided annual updates on GES and Action Plan in June 08 and June 09 as part of Joint Equality Scheme
- c) Established internal 'Park for All' Group which meets quarterly to oversee development of our equalities work including our Equality Schemes and monitoring of EqlAs.
- d) All full EqlA's will be published on CNPA website [www.cairngorms.co.uk](http://www.cairngorms.co.uk)

## REFOCUSING PRIORITIES FOR PROMOTING GENDER EQUALITY

32. Reviewing our Gender Equality Scheme provides an opportunity to refocus our priorities to ensure we are tackling the most relevant and significant issues to bring about gender equality. In doing this, we must consider what we have achieved to date and focus where more work is required, while also considering any evidence and the views of staff and stakeholders.
33. Importantly, the new GES should also reflect CNPA's business, i.e. the Corporate Plan and Operational Plan, focussing on the key policy areas identified by Inclusive Cairngorms:
- a) **Outdoor Access**, including core paths, health walks and transport
  - b) **Visitor services** including publications, interpretation, information, rangers
  - c) **Communities** including community engagement (events, meetings, training, venues)
  - d) **Housing and Planning** including Local Plan
  - e) **Equality Schemes**, including corporate and HR policies – recruitment, staff development and training, accommodation
34. The following Action Plan includes feedback from the Draft GES Review, which was consulted with staff and Inclusive Cairngorms during April 2010, including a focus group with external stakeholders. It also includes some actions which are carried forward from CNPA's GES 2007-10.

**Elsbeth Grant**  
**Kate Christie**  
**June 2010.**

## CNPA GENDER EQUALITY SCHEME: ACTION PLAN

June 2010

### Aim 1 – To Eliminate Unlawful Discrimination and Harassment

Outcome	Action	Timescale	Accountable
<b>Objective 1</b> Ensure that no policies of CNPA create unlawful barriers in terms of gender equality	1. Equality Impact assessment of new policies being rolled out following completion of generic EqlAs, and publication of full EqlAs. 2. Embedding equality into other CNPA processes and procedures e.g. Board papers, applications to grants programme, grants to 3 <sup>rd</sup> parties, procurement, programme and project management guidance.	June 2010 ongoing  Mar 2010	Social Inclusion Officer, HR Manager Social Inclusion officer, Programme Managers
<b>Objective 2</b> Equal Pay Audit and review every 2-3 years.	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.	February 2010  Annual (Ongoing)	HR Manager
<b>Objective 3</b> Ensure CNPA staff and Board are trained adequately in gender equality awareness, giving priority to training managers on terms of recruitment and managing staff	1. Build equality awareness into management training programmes 2. Ensure that all staff and Board understand equality and diversity good practice and how to identify particular equality issues such as gender issues. Raise awareness of direct and indirect discrimination, harassment and victimisation and what to do should they witness them, 3. All senior managers to undergo “recruitment” training 4. Ensure clear guidelines for the reporting and management of any discriminatory practice	1,2 Equalities training for staff and Board members to be delivered in Autumn 2010  Autumn 2010	HR Manager

**Aim 2 – To Promote Equality of Opportunity**

<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Accountable</b>
<b>Objective 1</b> Ensure equality of opportunity for CNPA staff in employment and accessing training	<ol style="list-style-type: none"> <li>1. Continue to audit training provision and uptake of training opportunities. Ensure equality of access between genders by offering gender specific training if required.</li> <li>2. Monitor staff training statistics to show whether training has helped to enhance career progression.</li> <li>3. Remove the “male” and “female” images on the toilet doors at the CNPA offices to ensure all toilets can be used comfortably by all staff regardless of their gender or sexual orientation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing, report annually.</li> <li>2. Winter 2010/2011</li> <li>3. September 2010</li> </ol>	HR Manager
<b>Objective 2</b> Ensure male, female and transgender staff are equally encouraged to take up training and career development opportunities.	<ol style="list-style-type: none"> <li>1. Explore new ways to provide information about training and career development opportunities to all across the organisation e.g. sourcing relevant training locally,</li> <li>2. Provide “carers” assistance for staff who have dependant’s care issues that prevent them from attending the overnight element of the annual all staff development event</li> </ol>	<ol style="list-style-type: none"> <li>1. Sept 2010 ongoing</li> <li>2 Autumn 2010</li> </ol>	HR Manager
<b>Objective 3</b> To promote a good gender balance throughout all levels of the organisation.	<ol style="list-style-type: none"> <li>1. Job advertisements at all levels promote equality of opportunity</li> <li>2. Staff at all levels are encouraged to seek career development opportunities equally through the appraisal system, with information on career paths available, particularly for admin staff.</li> <li>3. Where possible career development opportunities are encouraged (e.g. 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</li> <li>4. Where appropriate training may be offered to help overcome</li> </ol>	<ol style="list-style-type: none"> <li>1, 2, 3, 4 ongoing</li> <li>5 and 6 Autumn 2010</li> </ol>	HR Manager

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	<p>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>6. Training on “how to progress your career” to be delivered to lower graded staff (all women)</p>		
<p><b>Objective 4</b></p> <p>Ensure that the equalities needs of delegates of meetings/training courses delivered by the CNPA are fully met</p>	<p>1. Update and ‘relaunch’ internal guidance on organising meetings/courses to ensure gender equality.</p> <p>2. Produce updated guidance on auditing meeting venues to ensure they are fully accessible and inclusive</p> <p>3. Ensure staff include equalities clauses in all invitations to training courses/meetings</p> <p>4. Explore having core budget to cover expenses for parents and carers (of elderly and disabled people as well as children) to attend CNPA events,</p>	Autumn 2010 and ongoing	Social Inclusion Officer, HR Manager
<p><b>Objective 5</b></p> <p>Ensure Park service providers and residents are well informed on needs of specific user groups, including women, men and transgender people</p>	<p>1. Provide Park for All (equalities) training for Park service providers that will raise their awareness of equalities – including gender issues - and help improve their service to specific user groups.</p>	Dec 2010	Training Project Manager
<p><b>Objective 6</b></p> <p>To ensure that Park users , including men, women and transgender people, are aware of the Park, and how to engage with it</p>	<p>1. Follow recommendations from Joint NP’s ‘Barriers to Engagement’ project by:</p> <p>2. Continuing to build relationships with intermediary groups to support in particular women to engage with the Park, e.g. through providing information, training, practical support</p> <p>3. Support innovative solutions to cater for buggies, bikes, wheelchairs, e.g. adaptation of buses, provision of all terrain buggies and backpacks for hire in the Park.</p>	June 2010 ongoing	<p>1, 2 Social Inclusion Officer, Outdoor Learning Officer</p> <p>3 Grants Programme Manager</p>
<p><b>Objective 7</b></p> <p>To ensure a gender balance of development</p>	<p>1. Explore with intermediary groups and partners re gathering baseline information on women in the Park.</p>	Jan 2011	Social Inclusion officer,

opportunities, particularly for women living in rural areas of the Park	2. Explore development opportunities with partners, e.g. Lantra Rural Women project		Training project manager
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**Aim 3 – To Promote Positive Attitudes.**

<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Accountable</b>
<b>Objective 1</b> CNPA staff and Board to be able to positively influence Park Service providers in relation to gender equality.	1. Provide Equalities training to Park Service providers to market the business case for promoting equality and diversity (incl gender and carer issues). 2. Discuss with Brand Management Group the options for including diversity / equalities criteria in Park brand applications, e.g. training in equalities awareness. 3. Produce Park for All assessments i.e. generic checklists that businesses can use to assess and improve the accessibility of their services.	Dec 2010	Training Project manager  Sustainable Tourism Officer  Social Inclusion Officer
<b>Objective 2</b> CNPA will produce materials showing images of an appropriate balanced mix of genders and activities to promote equal access to services and facilities.	1. Monitor and review CNPA publications showing equality of genders in images (with reference to Visitor Survey 2009/10 results) 2. Source images which are representative of the relevant communities using the Park – through Inclusive Cairngorms and events supported by CNPA, and explore use of websites.	June 2010 ongoing  Ongoing	1. Communications Officer  2. Social Inclusion Officer, Grants Programme Manager

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

<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Accountable</b>
<b>Objective 1</b> Continue to build awareness of any gender issues amongst CNPA staff	<ol style="list-style-type: none"> <li>1. Equality is an agenda point on all staff consultative forum meetings</li> <li>2. Hold regular staff surveys/face-to-face focus group meetings to identify any gender or carer issues.</li> <li>3. Consult with trade unions</li> <li>4. Collate information from grievance &amp; complaints procedure</li> <li>5. Analyse findings e.g. if not achieving a representative gender mix, investigate possible causes and take action</li> </ol>	ongoing	HR Manager
<b>Objective 2</b> Continue to build awareness of any gender issues amongst CNPA Park Users	<ol style="list-style-type: none"> <li>1. Develop standard evaluation forms to gather gender mix of participants attending CNPA public events, training and any accessibility requirements.</li> <li>2. Develop effective systems to monitor and evaluate e.g. using surveymonkey</li> <li>3. Continue to work with Inclusive Cairngorms</li> <li>4. Make contact with new groups who hold information e.g. WRI, Women's Guild, after-school clubs</li> <li>5. Explore further research that will provide baseline info on women in the Park (see Aim 2, Obj 7)</li> </ol>	Autumn 2010 ongoing	Social Inclusion Officer