Update on Equality Outcomes – 2019

Introduction

This report aims to demonstrate what the Cairngorms National Park Authority (CNPA) has been doing to ensure that the delivery of equality is part of our daily work. It shows that the aims of the general duty of the Equality Act (2010) are being met as part of the natural thinking, planning, and delivery cycle. This report highlights where mainstreaming is well embedded, and where it is beginning to emerge.

We have focused this section around Engagement and Participation; Corporate Functions and Processes; Service Provision; Leadership and Staff Awareness; and Recruitment.

Engagement and Participation

Board Member recruitment
In the last 2 years, there have been 3 rounds of board appointments: -
  a) In 2017, there were 5 appointments of elected Councillors appointed by the relevant local authorities;
  b) in 2018, there were 5 ministerial appointments following a formal recruitment process;
  c) in 2019, there were 5 directly elected members following local elections.

The CNPA developed a skills matrix, which identified key skills strengths of the existing board members, and thereby identified skills that were under represented. This was shared with the local authorities to help inform their decisions around appointment of Councillors to the board.

The skills matrix was shared with the Scottish Government Appointments Committee, responsible for recruiting and appointing the ministerial appointments. In addition, we developed a video in which several members, across a diversity of equalities characteristics presented their experience of being a Board Member. This was a new engagement initiative, and the result was a marked increase in the number of applicants.

For the local elections, the authority arranged a number of public meetings in settlements across the Park. These were drop-in sessions, where members of the public could meet staff, and ask questions and find out more about the Authority and the role of the board. In addition, a video was developed and presented by the Convenor. The 2019 local elections saw more candidates standing for election than ever before in the history of the Authority, with one ward being contested by 9 people. This year also saw more votes than ever before, indicating a notable increase in resident engagement.

A highlight of this period of reporting on embedding the Cairngorms NPA's equality duties is that, as of March 2019, our Board and therefore our strategic leadership group, has achieved the "50:50 by 2020" gender equality target. The CNPA Board comprises 19 members. The current gender breakdown is 10 female members and 9 male members. The full board has a male convenor, aged 25 years old, and a female vice-convenor.

There are 4 Board committees: -
   a) Planning committee with a female chair and a male vice-chair;
   b) Finance and Delivery Committee with a male chair and a male vice-chair
   c) Audit and Risk Committee with a female chair. The vice-chair role is vacant.
   d) Staffing and Recruitment Committee, with a female chair and a male vice-chair.

Inclusive Cairngorms
Key to mainstreaming at CNPA has been the Inclusive Cairngorms Forum, which is an advisory group that promotes equality and inclusion to help create a Park for All.

Membership of the group is open to a wide range of interests covering the equality strands and the wider social inclusion agenda of the CNPA. Most equality and inclusion interests are represented, and there are currently over 70 members from a wide range of voluntary, public and private and charitable organisations within and outwith the Park.

The purpose of Inclusive Cairngorms is:
   a) To promote social inclusion in the Cairngorms National Park to help create a Park for All;
   b) To ensure the involvement of all groups in the promotion of the four aims of the Cairngorms National Park.
This is achieved by:
   a) Providing a voice and an ear for socially excluded people from both within and outwith the Cairngorms National Park;
   b) Providing information and advice to the CNPA and other organisations on social inclusion and equalities issues and policy development through the CNPA's Equality Duties and Equality Impact Assessments;
   c) Ensuring inclusion and equalities issues are kept alive, and on the active agendas of the CNPA and other organisations, and lobbying where necessary; and
   d) Sharing information and spreading best practice on ways to promote equality and inclusion.

Schools and Young People

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

a) In 2017/18 CNPA awarded Outdoor Learning Travel Grants to 29 schools and 17 under-represented groups, benefitting 903 people. In 2018/19, 49 grants were awarded to schools and 6 to under-represented groups benefitting 873 people. This grant is a subsidy to support people both within and outwith the National Park. Over half of applicants would not have been able to visit without the grant.

b) In October 2018, CNPA hosted "Women in Wellies", which was a one-day event to inspire young women to choose rural careers. The event was a huge success with 170 attendees. Children from 5 local high schools attended, and the event was also promoted to students through the University of the Highlands and Islands (UHI). The event was free and CNPA covered transport costs for the school groups. Social media engagement around the event reached an estimated 53,730 online users. The event included female speakers from across the land based sector, including farmers, gamekeepers, mountaineers, and foresters. Following the formal morning presentations, students had the opportunity in the afternoon to get involved in interactive workshops focussing on farming and crofting; forestry, conservation and field ecology; veterinary, equine and academia; game keeping, stalking and fisheries; guiding, recreation and rangers. The event was evaluated via an online feedback form (surveymonkey). Of the 10% who completed it, 56% were aged 13-16; 6% aged 20-26; 11% aged 26-30; 11% aged 31-45; 17% aged 46+.

c) CNPA is committed to supporting young people into employment, and to this end formally adopted a **Youth Employment Strategy** in October 2017. Through this strategy, the Authority has supported the following: -
   a. A young person was employed in 2018 on a 2-year Apprenticeship contract. During this time, the young person will gain an SVQ in IT whilst training and working "on-the-job" at the Authority.
   b. In 2018, we hosted 2 short-term internships, to support work on the Gaelic Language Plan; and work within the digital media team. We've also supported another young graduate on a 12-month internship, supporting the finance team. We have recruited another intern in 2019, to complete a short-term project mapping hill-tracks.

c. Over the last 2 years we have supported several university students with work shadowing opportunities. The aim of these opportunities is two-fold – firstly to give them a feel for the type of work the Authority carries out, and appropriate career paths for this work; and secondly to support mandatory work experience required to gain their qualifications. For 2019, CNPA has developed a partnership with UHI and has committed to supporting two students with work shadowing opportunities this year. We have also committed to supporting UHI's mentorship programme, with several senior managers providing their services as mentors.

d. CNPA HR Staff have engaged in Employability events with several of the local secondary schools annually, delivering workshops on job applications/CV's, interview skills and "the career journey"

e. CNPA has supported 3 young people through Project Scotland, which is a 13 week volunteer placement aimed at young people aged 16 – 30 who for a variety of reasons may experience barriers to employment due for example to disadvantaged backgrounds, mental or physical health issues etc. The project provides them with experience in the workplace, and helps develop confidence, social networks, new skills, routine/structure etc.

d) Following a joint, LEADER funded, partnership project between Cairngorms LEADER Local Action Group (LAG), CNPA, Finnish LAGs and the EUROPARC Federation, the *"EUROPARC Youth Manifesto"* was launched at the EUROPARC 2018 Conference in Aviemore where some 600 internal delegates heard a call to action for young people in and around protected areas. The EUROPARC Youth Manifesto Project has been very successful in engaging young people and inspiring the interest of protected area managers. The involvement of young people at the EUROPARC 2018 Conference considerably raised the awareness of the need to include young people in the future planning and decision making of protected areas and rural communities. This EUROPARC Conference, hosted by CNPA, targeted young delegates for the first time in the history of the conference through offering significantly discounted conference rates for people up to 30 years of age and targeted conference content.

e) Following the Europarc Conference we are supporting the development of a *Youth Council*, which is a natural progression of the Youth Manifesto Project being the CNPA's response to the call for action. The main aims of the project are to –
   a. Develop procedures and protocols for recruitment and management of a youth council.
   b. Establish what areas of work the youth council will be involved with, for example; consultations, grant management for youth projects, and providing a youth voice and presence for CNPA.
   c. Develop an appropriate model for interaction with the CNPA Board, its procedures and business.

This work is being developed by young people in 2019 with support from partners in Finland and Europarc and will be presented to CNPA Board in September 2019.

f) The outdoor learning project has completed with some education authorities now utilising outdoor learning within their mainstream curriculum. The focus now is on developing capacity within schools and to this end, CNPA has directly supported three teachers at three local schools to complete a GTC (General Teaching Council)

accredited Teaching in Nature course to encourage them to deliver more outdoor learning. The annual Cairngorms Nature Schools Art Competition and Young Presenter competition encourages children to get involved in nature. Both initiatives have been actively supported by a large number of young people, based both locally and nationally.

g) The Cairngorms National Park Junior Ranger Project is a scheme open to 11 – 18 year olds. Its purpose is to create young ambassadors for the national park through a mixed programme of conservation, adventure and learning activities delivered by the Cairngorms Ranger Services. In 2017, 70 Junior Rangers graduated and in 2018 there were 66. This builds on the 361 young people supported since the project began in 2009.

h) The John Muir Award is a national environmental awareness scheme focussed on wild places that is open to all regardless of ability, background or circumstances. The award is used predominantly by primary and secondary schools and youth groups, but we have also engaged with adult groups, inclusion groups including mental health, drink and drug rehabilitation and Black and Minority Ethnic (BME) groups. In 2017, there were 3,581 awards, 612 (17%) of which were to people from socially excluded backgrounds. In 2018 awards totalled 3,257 with 800 from socially excluded backgrounds (25%).

Community Leadership Project
CNPA co-funds Backbone's 3 year Community Leadership Project (2105-18) which has involved:
  a) Training 14 group leaders from BME and marginalised communities in outdoors and leadership qualifications;
  b) The trainees developing 20 self-sustaining environmental projects in their own communities;
  c) Wider community engagement (over 2,500 people) in activities, volunteering and visits to National Parks and NNRs; and
  d) Planning an Outdoor Festival for All in CNP in Sept 2017.

Community Engagement

a) **Cairngorms Capercaillie Project: -** The Cairngorms Capercaillie Project is exploring ways to enable more people to get involved in capercaillie conservation. The project is therefore keen to listen to as many people as possible who live, work and play in the Cairngorms National Park; current listening activities include drop-in sessions with the Community Ranger, visiting people at home and public events. Based on the thoughts and ideas received through these activities the project is beginning to develop and pilot practical ideas for involving more people and a wider range of people in capercaillie conservation. Currently this includes delivering a programme of volunteering activities in Carrbridge. All volunteers complete a registration form in advance enabling the project to assess diversity and this information is then being used to inform project planning. In the future people attending public engagement events related to the project will be asked to complete a LEADER Participant Form which will also enable us to assess audience diversity; again this will inform project planning. Interest in the Cairngorms Capercaillie Project via social media has grown over the last 3 months using #CairngormsCapercaillie. At this time we cannot say for certain whether this is attracting new audiences to conversations about capercaillie and the project, but we're monitoring social media activity with this outcome in mind.

b) **Local Development Plan (LDP) 2020: -** In January this year, we commenced the process of engagement towards consulting and developing the next LDP 2020, which is one of our statutory duties. One of our aims with this year's engagement was to engage with a much wider and more diverse audience, and to this end, we launched a proactive social media campaign. This campaign ran from January to March 2019, and involved Twitter, Instagram and Facebook posts. We posted 30 different and interactive videos during this time, as well as 3D maps and info-grams. Whilst the formal analysis of this campaign is currently underway, we are aware that the videos have been viewed over 30,000 times, and our initial assessment is that the campaign has made thousands more people aware of the LDP, and has attracted awareness from a completely different demographic of people than previously.
In addition to the social media campaign, we ran 7 public meetings in settlements across the National Park. Approximately 250 attended these events.
Awareness of the consultation and the call for responses were also made through more traditional media, like advertisements in the local press, posters and through the community councils.
All respondents were asked to complete an equalities survey, covering all the equalities characteristics. This survey is currently being analysed, but we expect the results to show a slightly more diverse demographic of respondents than previously.

c) We actively use the National Standards for Community Engagement and promote best practice.

d) CNPA supports the Association of Cairngorms Communities, several community development organisations (including Voluntary Action Badenoch and Strathspey and the Marr Area Partnership) and facilitate a network of community development officers.

e) We participate in the relevant Community Partnerships as part of the Community Planning process.

f) We encourage each community to prepare a Community Action Plan in order to proactively plan what their priorities are over a five year period, and we work with them to improve their capacity, so that CNPA and other organisations can assist in delivery.

Staff Engagement

The equality considerations of staff are identified and delivered through a number of means:

a) Staff Consultative Forum, which comprises 5 staff representatives (including a representative from the Prospect Union, with which CNPA has a voluntary recognition agreement), "management" representatives, and 2 Board Member "employer" representatives. The terms of reference also require that there is a gender balance of membership. The SCF meets quarterly to undertake provision of information, consultation and negotiation. Equality is a standing item on meeting agendas, and staff can use this as one of several routes to formally raise via their staff representatives any equalities issues.

b) Staff appraisals, which involve monthly "Performance Development Conversations", and provide staff with the opportunity to raise equalities issues with their line managers.

c) CNPA invites staff to participate in an annual Equality Monitoring survey, which is an anonymous survey, and attracts a very good response rate (89.4% in 2017; 81% in 2018 and 77% in 2019). Analysis of this data led to the development and implementation of a Carer's Policy, in recognition of the number of staff who identified as carers. Full results of this survey are contained in Appendix 2.

d) CNPA conducts a Best Companies staff engagement survey every two years, most recently completed by staff in September 2017, which assesses staff engagement across 8 factors – My Manager, Leadership, My Company, Personal Growth, My Team, Fair Deal, Well Being, Giving Something Back. The analysis of survey results informs the emerging and evolving Organisational Development Strategy for the next 18 months. Well Being has consistently been identified as a "shadow" area and as a result a number of interventions have been implemented to address staff well-being, including NHS Health Checks; a Wall of Well-being which focuses on monthly themes (like stress awareness, benefits of exercise; healthy recipes); support and promotion of standing meetings; access to fitness and yoga classes etc. The survey results also highlighted limited opportunities for promotion and personal growth. As a result, we revised our Learning and Development Policy to support staff getting time away from the office to engage in volunteering opportunities in the Park. To date, this initiative has resulted in staff engaging in activities to help communities affected by flooding; environmental activities like planting trees and clearing drains; involvement as board members on community enterprises and charitable trusts

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

f) We recently (January 2019) developed a young employees support group – the "Youth Gang". The idea behind getting young people (18 – 34) together is that staff from different generations work in different ways and we are keen that the skills and input that young employees have is made the most of throughout the organisation. It's to give them a collective voice to be able to address particular areas where they think the organisation could be changing and developing where the young people might not have the confidence or ability to speak up individually.

Non Departmental Public Body (NDPB) Equality Forum

We have been participating in the NDPB Equality Forum since 2009. This specialist group, which meets quarterly, enables the transfer of best practice and knowledge across the public sector. In addition, it has been engaged with a wide range of stakeholders (e.g. Enable Scotland; RNIB; Scottish Disability Forum), and has provided information and support to member organisations across a variety of topics, including approaches to engagement/consultation of service users and employees; general and specific duties; challenges and benefits of mainstreaming; gender pay gaps etc.

First Ministers Advisory Council on Women and Girls

CNPA has been a Circle Member of the First Minister's Advisory Council on Women and Girls since its inception in 2018. The agenda of this Council is to ensure that "Gender Inequality becomes a Historical Curiosity". CNPA has publicly pledged its commitment to this agenda.

Highlands and Islands Equality and Diversity Partnership

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

Corporate Functions and Processes

Equality Impact Assessments

a) Using Equality impact assessment (EqIA) remains our principle way in identifying any potential for impact or detriment to minority groups. EQIAs are undertaken on new projects and activities. Some recent assessments are available on our website at www.cairngorms.co.uk.

b) All line managers and project staff were trained on Equality Impacts Assessments (April 2017) – which included the role and benefits of EQIAs in an efficient and inclusive organisation, how to go about doing them, case studies.

Project Planning and Development

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

Grant Funding

We promote equalities through our grants programme and partnership funding to third parties:

a) 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.

b) Funding is also granted to third parties for projects where CNPA is not necessarily the lead partner. We have incorporated equality considerations into the standard terms and conditions of letters of offer.

c) The LEADER 2014-2020 grant funding programme, delivered through the Cairngorms Local Action Group, (CLAG) launched in September 2015. The development stage delivery actions included a full Equalities Impact Assessment of the LEADER Local Development Strategy, the development of an Equalities Statement for the CLAG, and equalities training for CLAG members.

d) The CLAG have an identified equalities "champion", whose role is to keep the Local Action Group up to date on equalities matters, and also to have oversight of equalities matters with regards the scoring of applications.

e) Equality is embedded in LEADER funding awards as a cross-cutting theme used in assessing the merits of all project proposals for LEADER grant funding. All projects must demonstrate consideration and delivery of equalities outcomes and are scored using the following criteria: Extent to which the project has considered and can demonstrate a positive impact for groups identified as vulnerable to exclusion or hard to reach in the Local Development Strategy (and its Equality Impact Assessment) - (e.g. young people, elderly and disabled, business community, carers often women, communities which have had little engagement with Community led Local Development (CLLD), people on low wages, ethnic minority groups).

f) The CLAG have identified a number of "hard to reach" groups (see above scoring criteria) and proactively targets these groups through delivery of LEADER funding. Monitoring and Evaluation criteria advises the CLAG if any target groups are not being engaged, which in turn informs any further CLAG commissioned activity to target these groups.

g) The CLAG has formally incorporated as a registered charity, with a range of public benefits set out in its constitution.

Corporate Communications

Communications processes are key to ensuring CNPA's services are accessible to the public. Promoting equality is achieved through:

a) Publications – using and promoting best practice in accessible design; providing alternative formats on request. All corporate publications are available in large print and follow plain English principles.

b) A new website was launched in 2015, which was designed to make information on the site viewable on as many platforms and by as many people as possible.

c) All CNPA publications have been made more searchable on the website.

d) All public meetings are held in accessible locations and meeting notices offer support for special needs such as hearing loops on request.

e) Our communications campaign events such as the *Cairngorms Nature BIG Weekend* in May and the *Wee Walks Week* in September have specialist inclusion events. We also host *Parks for All* which invites ethnic minority groups to enjoy the Park.

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

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

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

Service Provision

The Statutory functions we deliver are Planning and Outdoor Access.

Planning Service
We take a proactive approach to improving our Planning Service, benchmarking against other planning authorities, preparing an annual report for our Planning Committee and Scottish Government and setting annual improvement priorities. As part of that process we put in place measures to ensure the system is easy to use and equitable, for example:
a) A Planning Service Charter has been prepared, setting out customer service standards including commitments to be open and engaging.

b) We have planning policies in place to guide development and land use in a way that addresses identified equalities issues, for example access to affordable housing.

c) A protocol has been established where Inclusive Cairngorms are consulted on significant planning applications, e.g. public facilities, green space, large scale developments.

d) An online "E-planning" process for planning applications has been implemented to encourage wider participation in planning.

e) We have established the Community Planning Representatives Network which brings together Community Councils and Associations to improve how they can feed into the process better and learn from each other.

Outdoor Access

As the designated Access Authority under the Land Reform Scotland Act (2003), CNPA manages and promotes responsible outdoor access in the Park. A key role in access is the development of core paths in the Park. Here equality is promoted through:

a) The principle of paths being as barrier-free as possible and designed to current all-ability standards wherever possible;

b) Associated paths leaflets and signage adhere to best practice in accessible design;

c) Core paths plans are consulted on widely (using best practice in community engagement);

d) Local Outdoor Access Forum (LOAF) meetings are held in accessible venues; and

e) LOAF membership represents wider inclusion/accessibility interests.

In 2016, the Speyside Way was extended to Ardgeal – west of Kincraig with further work to Drumguish completed in March 2019. Planning consent and funding is now in place to complete the route to Newtonmore by end of 2019. Work is also ongoing to upgrade the existing route, most recently with improvements to the much used section between Aviemore and Boat of Garten.

A feasibility study to extend the Deeside Way from Ballater to Braemar has been completed and a planning application approved to construct the first section from Invercauld Bridge to Braemar. The next stage is to obtain funding for this work.

CNPA, Highland Council and three Community Councils have objected to A9 Dualling proposals between Aviemore and Carrbridge because the upgrade omits a multiuse path linking the communities. CNPA is now working with Transport Scotland to look at the first stage feasibility for such a route. This significant step by the Authority is a staff resource intensive investment in seeking to secure all abilities access between communities as part of a key transport corridor development, and clearly demonstrates the Authority's full commitment to achieving the best possible equalities outcomes through our joint and partnership working as well as through our own direct delivery.

Dulnain Bridge and Kingussie communities have received Sustrans active travel grants to undertake feasibility studies on improving active travel infrastructure with CNPA supporting this work.

Easy read Community path leaflets have been developed for all communities in the National Park. Reprints are updated to include the new Scottish Path Grading System so that users have more and consistent information about routes. These leaflets are free to download from the CNPA website and can be printed in larger formats. Work in 2019 will make this leaflets and maps accessible on mobile phone.

Our development and delivery of easy to access and free information on access is aimed at promoting greater use and enjoyment of the Cairngorms National Park by minority and economically disadvantaged groups, addressing a long-held CNPA equalities outcome.

A new "paths with easy access" guide has been produced for the Badenoch and Strathspey area, with support from Inclusive Cairngorms and the Badenoch and Strathspey Access Panel. These leaflets are primarily aimed at less able bodied users and those returning to walking after periods of inactivity. These leaflets are being distributed via GP medical practices and Visitor Information Centres.

Health walks support has been split so that CNPA support the 16 groups within the National Park and Aberdeenshire Council those in their area. Wee Walks Week was held in September 2017 & 18, which was developed to celebrate short local walks and encourage greater uptake.

CNPA Access Staff continue to advise and promote nationally accredited design guidance to path builders and developers.

Gathering Evidence

Gathering evidence of service helps us to make our services more accessible to service users. Equality information is gathered through:

a) The LEADER grants programme. The equalities data gathered is used to monitor programme delivery.

b) A Visitor survey was conducted in 2015 which captured data across a range of protected characteristics. The information gathered has informed the Equality Outcomes. The next survey starts in May 2019 with first half data being available in Dec 2019 with full info. availed in summer 2020 to allow outcomes to be revisited.

c) The Cairngorms Nature Festival, which is run annually. Data helps identify which groups are being missed so that future promotion can target those groups, e.g. it was noted that the 2016 Festival attracted only 4% ethnic minority participants. As such,

the 2017 Nature Festival was promoted via Backbone to encourage ethnic minority groups to attend.

d) Events, such as the Outdoor Festival for All, held in in September 2017, involving over 200 people from disadvantaged and minority communities across Scotland. This identified the origin of attendees and what barriers and needs they experience in accessing and finding out about the National Park, so that our resources can be more targeted in future.

Despite having many processes for gathering service user data, we recognise that to date, equalities is not effectively monitored during all engagement exercises. As such, one of the equality outcomes for 2017 – 2020 is that more equality groups will participate in CNPA led consultation and engagement. The associated action plan includes the need to establish and implement systems for gathering equality data for formal consultations, engagement events, and key CNP Groups and Forums to establish baseline data for future. The detailed update on the equalities outcomes can be found in Appendix 6.

Leadership and Staff Awareness

Mainstreaming the equality duty is an organisational responsibility and leadership and staff and Board awareness are central to success:

a) All new staff are required to complete an ACAS on-line Equalities and Diversity training course, as part of their Induction. In addition, all staff attended an Equalities seminar in April 2017, with line managers and project managers attending an EQIA seminar. We have also subscribed through The Learning Pool to an on-line e-learning package, which includes an excellent and interactive e-learning courses, and we are currently exploring the introduction of an e-learning course on Equalities, which we would require staff to complete every two years.

b) Senior managers champion equalities in their teams and ensure equality is promoted in their delivery programmes. The Operational Management Group (comprising the Heads of Service), consider the status of the key strategic projects at their monthly meetings, which ensures management oversight of and commitment to adherence to equalities principles in all projects.

c) Senior managers have been integral to the development of the Equality Outcomes, and the Outcomes and associated Action Plan are signed off by the Board.

d) As an organisation, we promote best practice in equalities to our partners, e.g. producing and promoting Park for All accessibility checklists, which are available on our website.

Employment

1. CNPA subscribes to the 'Disability Confident" scheme, and have achieved "Level 2 Employer" status. 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.

2. The equality considerations of staff are identified through a number of means.

a) Staff Consultative Forum – equality is standing item on meeting agendas.
b) Staff appraisal
c) Staff Equalities Monitoring survey (see below)
d) Staff Engagement Survey every 2 years.

Employee Data (full staff and Board survey results can be found in Appendix 1)

As an employer, staff numbers have varied between 65 and 78 over the last 4 years.

The Authority conducts annual Staff Equalities Monitoring surveys, inviting staff to complete a questionnaire that identifies themselves against the protected characteristics. This survey is conducted anonymously. Until 2017, staff and Board members were included in the one survey and results reported as a collective. However, in 2017 we split the survey with one for staff and one for Board, as we felt this would provide more meaningful data to inform the Board Succession Plan.

80.56% of staff (58 of 72 staff responded) and 52.63% of Board Members (10 of 19 Members responded) in the organisation responded to the 2018 survey. In February 2019, the response rate was 76.90% (i.e. 60 out of 78 staff responded) for staff and 73.68% (14 out of 19 Members) for Board Members. The high level of response rates indicates good engagement with equalities reporting.

Whilst the information (presented in appendix 1) was very welcome, the usefulness of the data is constrained due to the fact it was provided anonymously. This year, we asked all staff to provide equalities details required to report on occupational segregation, such that they would be known to HR staff only. We had a 72% response rate.

There is potential for developments in the Human Resources department's database upgrades that may present opportunities to gather this information in the future. Currently a full and detailed equalities monitoring form is completed by all job applicants, and we retain these details of the appointed officers. As such, we have the full set of equalities data for a small percentage of staff (i.e. new staff who have joined the organisation since 2013), but do not feel it is appropriate to expect all staff to provide these details, other than through the anonymous survey.

Key employee information extracted from this year's survey is as follows:
a) 30% of our staff are in the 35 – 44 age category; 37% are in the 45 – 54 category, whilst only 3% are in the 18 – 24 age category. The apprenticeship scheme has helped to increase the number of young employees, and we intend to continue to allocate 1 x FTE in our staff structure to an apprenticeship post.

b) 3% have disclosed they have a disability, and actions going forward include reviewing recruitment advertising routes with a view to seeking a wider level of applications with disability.

c) 32% identify themselves as White British and 50% identify themselves as White Scottish. We do not currently have any staff that identify as being from an ethnic minority, and actions going forward include reviewing recruitment advertising routes with a view to seeking a wider level of applications from people with ethnic minority backgrounds.

d) About 50% of our staff identify themselves as having no religion. This suggests that there is highly unlikely to be any underlying religious bias within the staff group, and actions going forward include ensuring our predominantly non-religious staff group respect the religious practices, beliefs and actions of all religious practitioners.

Recruitment

Our recruitment and selection process is designed to be fair, robust and follow best practice principles. Individuals are assessed on the competencies that are needed to carry out the role effectively. Recruitment panels comprise 3 or more individuals to maximise fairness and transparency. Recruitment panels typically comprise a gender mix, and our recruitment policy has recently been revised to make this explicit.

CNPA subscribes to the 'Disability Confident" scheme. 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. We use the Disability Confident logo in advertising posts, and ensure that the applicants and existing staff are supported with any reasonable adjustments they require.

Equal Opportunities Monitoring in Recruitment (full recruitment data can be found in Appendix 2)
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. The data we hold for 2017 and 2018 is presented in Appendix 2.

Our initial observations from interrogation of the data we captured in 2017 and 2018 was in relation to gender. In 2017, of a total of 208 external applicants there were 98 male applicants and 106 female, or 47% of applicants were male and 51% female (2% did not disclose). Of those appointed, 4 (40%) were male and 6 (60%) female. However in 2018, of a total of 324 external applicants there were 132 male applicants and 185 female, or 40% of applicants were male and 57% female (3% did not disclose). Of those appointed, 2 (12%) were male and 15 (88%) female. The gender balance was slightly different each year, but the overall result in 2017 is a fairly equal position in terms of the balance of male and female applicants and appointees. In 2018, whilst the balance of male/female applicants stayed in line with previous years, there was a significant increase in the number of female appointees.

The other characteristic worth reflecting on is age breakdown. In 2017, the majority of applicants, 36%, were in the 25 – 34 age category with the least, just 7% being in the 16 - 24 age category. In 2018, again the majority of external applicants fell in the 25 - 34 age group

(40%). However, applicants in the 16 – 24 category had risen to 19% which was comparable with the 35 – 44 category also at 19%.

Analysis of the other equalities characteristics does not indicate any particular bias, but we will continue to monitor and evaluate this data.

Back in 2016, the level of internal applicants for recruitment/promotion informed the development outcomes for the next 4 years. We are now halfway through this period and it is notable that the number of internal applicants for posts has slowly increased. There were 5 internal applicants for 12 posts in 2017, of which 1 was appointed, in 2018 there were18 internal applicant for 23 posts, with 5 internal appointments.

Given the small numbers involved in the internal recruitment process, it is difficult to report on equality characteristics or to draw any conclusion on them.

Flexible Working
Flexible working has been in place at CNPA since its inception in 2003 and enables staff to request changes to their work pattern e.g. reduced hours, compressed hours, part-time etc. Our staff choose flexible working patterns for a variety of reasons, including lifestyle, caring responsibilities and further education. In the last 2 years, 3 members of staff (2 female and 1 male) have applied and been approved for Flexible Working.

Maternity Leave
Since 2017, two female members of staff have been absent from work due to maternity leave. CNPA operates enhanced maternity pay, with staff receiving full pay for the first 6 months of maternity leave.

Paternity Leave
Since 2017, 3 male staff took the full paternity leave provision. The paternity allowance was increased from 2 weeks to 3 weeks as per the 2018/19 pay remit. Subsequently two members of staff took 2 weeks and one took 3 weeks.

Shared Parental Leave
There have been no applicants for shared parental leave. In terms of this policy, male staff are entitled to the same enhancements of pay as female staff who take maternity pay.

Gender Pay Gap

We are committed to promoting and embedding equality of opportunity and diversity in employment. We believe this extends to the way we reward our staff and that reward should be awarded fairly and equitably. We are committed to the principle of equal pay for all our employees and aim to eliminate any bias in our reward system.

CNPA jobs are evaluated to determine which salary band they should be placed in, and most staff start at the bottom of the band, progressing by annual progression awards to the top of the scale. The potential for all forms of inequality is thus reduced by the fact that jobs are objectively evaluated and salaries allocated according to the job content rather than the person. In designing the job evaluation framework in use within CNPA, we recognised the risk of 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 – and ensured these elements were fully designed out of our framework. The CNPA evaluation system has been designed and equality impact assessed to avoid this type of discrimination.

An Equal Pay Audit was conducted on a snapshot of staff data as at 31st March 2019. The full audit can be found in Appendix 4.

In 2019, the mean gender pay gap was 19.25%, median was 15.25%. This was on the basis of 48 female staff and 30 male staff. In 2017, the mean gender pay gap was 21.47%, median was 15.87%. This was on the basis of 34 female and 34 male staff. The 2019 Gender pay gap at 19.25% is high, but is clearly an improvement on the 2017 figure.

Our gender pay gap is largely due to the distribution of female and male staff across our pay bands.

With regards data for full-time staff, of our total 51 staff who work full time, 52% are women, in comparison with 47% who are men. The full-time pay gap (comparing women's full-time average hourly pay with men's full-time average hourly pay) is 24.06%. This can be illustrated by the following analysis:
   a) Of the 27 full-time female staff:
        i.   37% are in the lower graded/paid bands A – C;
        ii. 33% are in the middle paid range (band D); and
        iii. 14% are in the higher graded/paid bands (E-G).
   b) Of the 24 full-time male staff:
        i.   13% are in the lower paid bands;
        ii. 42% are in the middle range; and
        iii. 45% are in the higher bands.

So, the majority of male full time posts are in grades that are at the higher end of the salary scale, whereas the majority of female full-time posts are positioned in the grades that are at the lower end of the salary scale.

78% of the organisations' part-time staff are female, and 22% are male. The average part-time female salary is 3.94% **<u>higher</u>** than the average male part-time salary. This is partly due to the fact that we have created more part time opportunities at the higher paid grades within the organisation, which has attracted more female applicants.

Occupational Segregation
By Gender
Using the gender pay gap data, we identified that the gender split is 62% female and 38% male. There are some notable issues:
   a) Gender breakdown is more pronounced between the upper and lower sections of the grading structure.

   b) The management team (CEO and band G directors) of 4 officers is entirely male.

   c) The Senior Team (i.e. the CEO, 3 Directors and 6 band F Heads of Service) comprises 8 male and 2 female staff, i.e. 26% of the total male staff in these grades, compared to just 4% of total female staff represented in these grades.

d) For the first time ever, there are more women (5) in the middle management grade, band E (with 5 male staff). Of the 19 management posts (bands E to G + CEO), 7 (37%) are female, compared to12 (63%) male managers. This is a marked improvement on the 2017 figures of 5 (25%) are female managers compared to 75% male managers, which is evidence that our actions to deliver Outcome 1 (to "ensure a gender balance in senior management positions") are beginning to show results.

e) The policy officer grade (band D) has double the amount female staff (24 to 12 male staff). The gender pay gap in this grade is 5.53%. This can be explained by the fact that the majority of the male staff in this grade have been with the organisation for longer than 5 years and are therefore at the top of the salary band, whereas 18 of the female staff have been newly recruited within the last 5 years and are still travelling through the salary band.

f) The lowest paid band A has 3 male and 1 female members of staff – all are on the same salary band.

g) Band B is 100% female, with the next grade up comprising 33% male and 64% female staff.

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

By Disability
The numbers of staff identifying as having a disability is very small, which makes it difficult to come to any real conclusions.

The full breakdown of occupation segregation by gender, race and disability can be found in Appendix 5.

What are we doing about the Pay Gap?
The following "shadow"points have been noted: -
a) The relatively high gender pay gap, albeit improving on the 2017 figure.
b) The lower number of female staff in the more senior and management level posts.
c) The higher number of female staff in the lower paid posts.

To counter these, the following "highlights" are noted:
d) The higher number of female appointments and the higher number of female applicants.
e) The increasing number of internal candidates for recruitment.
f) The increasing numbers of female staff in the middle management band E level.

In terms of context, we should highlight that financial constraints on the organisation have resulted in no appointments at the two most senior grades over the last two years, and the capacity to act on this differential has therefore been extremely limited by the lack of recruitment opportunities. Equally resignations at this level have been by female managers which has exacerbated the gender pay gap comparison

A number of actions have been implemented to deliver Outcome 1 of the Equalities Outcomes (2017 – 2021) that being to "ensure a gender balance in senior management

positions" (see Appendix 5). Clearly these actions are having an impact, which can partly explain why the gender pay gap is improving.

It should be noted that The CNPA has a number of policies designed to ensure that male and female members of staff have equal access to career progression. Male and female staff are given support in managing childcare commitments and other work life balance issues to enable them to work effectively at any level of the organisation. We have a range of part time, job-share and ad-hoc working from home arrangements which have been accessed equally by men and women across the organisation. In the last two years, we have developed more part time or job share roles have been developed, and interestingly the specific cases in the last 2 years have involved only female appointments.

What next ...

3.   We hope that this mainstreaming report 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 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 and monitoring delivery of 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.

4.   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: **Kate Christie,** katechristie@cairngorms.co.uk

Photograph acknowledgements:-
Angus Findlay; Will Boyd-Wallis; Donald Ross; Karen Archer

Appendix 1: -   Staff and Board Equalities Survey

Staff Equalities Survey 2018

The following survey was sent to 72 members of the CNPA Staff; 58 people completed it. This is a return of 80.56%.

* indicates the result was 5 or less

Age	
16 – 24	*
25 – 34	*
35 – 44	22
45 – 54	18
55 – 64	11
65 – 74	0
Prefer not to say	*
What is your Religion or belief?	
Buddhist	0
Church of Scotland	9
Hindu	0
Jewish	0
Muslim	0
Other Christian	6
Other Religion or Belief	*
Pagan	*
Roman Catholic	*
Sikh	0
None	33
Prefer not to say	*
Do you consider yourself to have a disability?	
Yes	*
No	52
Prefer not to say	*
If you answered yes, what is the nature of your disability?	
Sensory impairment (blind, visual impairment, deaf, hard of hearing):	0
Learning disability or difficulty (Down's syndrome, dyslexia, autism, head injury):	0
Long standing illness or health condition (cancer, HIV, diabetes, chronic heart disease or epilepsy)	0
Mental health condition	*
Physical impairment (mobility issues, using arms, wheelchair user, on crutches)	0
Prefer not to say	*
Other Condition	*
How do you identify yourself? (If you are undergoing gender re-assignment, please use the gender identity you intend to acquire)	

Female	29
Male	28
Non-binary (any gender identity which does not fit within the binary of male and female)	*
Prefer not to say	0

Have you ever identified as transgender?

Yes	0
No	58
Prefer not to say	0

Which of the following best describes you?

Bisexual	*
Gay Man	0
Gay woman / Lesbian	0
Heterosexual / Straight	53
Not sure	0
Other	*
Prefer not to say	*

CNPA wants to create an environment where our employees feel totally able to be themselves at work. To assist us with identifying where there may be barriers to achieving this, it would be helpful if you could answer the following question.

If you are lesbian, gay or bisexual, are you open about your sexual orientation?

At home

Yes	0
Partially	
No	0
Prefer not to say	*

With colleagues

Yes	0
Partially	0
No	0
Prefer not to say	*

With your line manager

Yes	0
Partially	0
No	0
Prefer not to say	*

At work generally

Yes	*
Partially	0
No	0
Prefer not to say	*

Which of the following best describes your current marital status?

Married	34
Civil Partnership	0
Partnership	12
Separated	*
Divorced	*
Ex Civil Partner	0
Single	7

Widowed	0
Prefer not to say	*
Which of the following best describes your caring responsibilities?	
None	29
Primary carer of a disabled adult (18 and over)	*
Primary carer of a child/children (under 18)	22
Primary carer of an older person (65 and over)	*
Primary carer of a disabled child/children (under 18)	*
Secondary carer	*
Prefer not to say	*
What do you feel is your national identity?	
British	15
English	*
Northern Irish	*
Scottish	35
Welsh	*
Other	*
Which ethnic group do you most identify with?	
(there were many categories against which to report, but detailed below are just those that were ticked)	
White British	20
White Northern Irish	*
White Scottish	30
White Welsh	*
Any other White background	6
Please indicate if you are a Board Member or which Directorate you work in	
Conservation and Visitor Experience	22
Corporate Services (inc. Communications and Engagement)	17
Planning and Rural Development	12
Prefer not to say	7

Board Equalities Survey 2018

The following survey was sent to 19 members of CNPA Board Members; 10 people completed it. This is a return of 52.63%.

* indicates the result was 5 or less

Age	
16 – 24	0
25 – 34	0
35 – 44	0
45 – 54	*
55 – 64	*
65 – 74	*
Prefer not to say	0
What is your Religion or belief?	
Buddhist	0
Church of Scotland	*
Hindu	0

Jewish	0
Muslim	0
Other Christian	*
Other Religion or Belief	0
Pagan	0
Roman Catholic	*
Sikh	0
None	*
Prefer not to say	0

Do you consider yourself to have a disability?

Yes	*
No	8
Prefer not to say	0

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

Sensory impairment (blind, visual impairment, deaf, hard of hearing):	0
Learning disability or difficulty (Down's syndrome, dyslexia, autism, head injury):	0
Long standing illness or health condition (cancer, HIV, diabetes, chronic heart disease or epilepsy)	*
Mental health condition	0
Physical impairment (mobility issues, using arms, wheelchair user, on crutches)	*
Prefer not to say	0
Other Condition	*

How do you identify yourself?
(If you are undergoing gender re-assignment, please use the gender identity you intend to acquire)

Female	*
Male	*
Non-binary (any gender identity which does not fit within the binary of male and female)	0
Prefer not to say	0

Have you ever identified as transgender?

Yes	0
No	10
Prefer not to say	0

Which of the following best describes you?

Bisexual	0
Gay Man	*
Gay woman / Lesbian	0
Heterosexual / Straight	9
Not sure	0
Other	0
Prefer not to say	0

CNPA wants to create an environment where our employees feel totally able to be themselves at work. To assist us with identifying where there may be barriers to achieving this, it would be helpful if you could answer the following question.

If you are lesbian, gay or bisexual, are you open about your sexual orientation?	
At home	
Yes	*
Partially	0
No	0
Prefer not to say	0
With colleagues	
Yes	0
Partially	*
No	0
Prefer not to say	0
With your line manager	
Yes	0
Partially	0
No	*
Prefer not to say	0
At work generally	
Yes	0
Partially	0
No	*
Prefer not to say	0
Which of the following best describes your current marital status?	
Married	7
Civil Partnership	0
Partnership	*
Separated	0
Divorced	*
Ex Civil Partner	0
Single	*
Widowed	0
Prefer not to say	0
Which of the following best describes your caring responsibilities?	
None	7
Primary carer of a disabled adult (18 and over)	0
Primary carer of a child/children (under 18)	0
Primary carer of an older person (65 and over)	*
Primary carer of a disabled child/children (under 18)	0
Secondary carer	0
Prefer not to say	0
What do you feel is your national identity?	
British	7
English	0
Northern Irish	0
Scottish	*
Welsh	0
Other	0
Which ethnic group do you most identify with? *(there were many categories against which to report, but detailed below are just those that were ticked)*	
White British	6
White Northern Irish	0

White Scottish	*
White Welsh	0
Any other White background	0

Staff Equalities Survey 2019

The following survey was sent to 78 members of CNPA staff; 60 people completed it. This is a return of 76.90%.

* indicates the result was 5 or less

Age	
16 – 24	*
25 – 34	6
35 – 44	18
45 – 54	22
55 – 64	11
65 – 74	0
Prefer not to say	0
What is your Religion or belief?	
Buddhist	0
Church of Scotland	10
Hindu	0
Jewish	0
Muslim	0
Other Christian	7
Other Religion or Belief	*
Pagan	*
Roman Catholic	*
Sikh	0
None	30
Prefer not to say	*
Do you consider yourself to have a disability?	
Yes	*
No	55
Prefer not to say	*
If you answered yes, what is the nature of your disability?	
Sensory impairment (blind, visual impairment, deaf, hard of hearing):	0
Learning disability or difficulty (Down's syndrome, dyslexia, autism, head injury):	0
Long standing illness or health condition (cancer, HIV, diabetes, chronic heart disease or epilepsy)	0
Mental health condition	*
Physical impairment (mobility issues, using arms, wheelchair user, on crutches)	0
Prefer not to say	0
Other Condition	*

How do you identify yourself? (If you are undergoing gender re-assignment, please use the gender identity you intend to acquire)	
Female	40
Male	18
Non-binary (any gender identity which does not fit within the binary of male and female)	0
Prefer not to say	0

Have you ever identified as transgender?

Yes	0
No	57
Prefer not to say	*

Which of the following best describes you?

Bisexual	*
Gay Man	0
Gay woman / Lesbian	*
Heterosexual / Straight	51
Not sure	*
Other	*
Prefer not to say	*

CNPA wants to create an environment where our employees feel totally able to be themselves at work. To assist us with identifying where there may be barriers to achieving this, it would be helpful if you could answer the following question.

If you are lesbian, gay or bisexual, are you open about your sexual orientation?

At home

Yes	*
Partially	0
No	0
Prefer not to say	0

With colleagues

Yes	*
Partially	0
No	*
Prefer not to say	0

With your line manager

Yes	*
Partially	0
No	*
Prefer not to say	0

At work generally

Yes	*
Partially	0
No	*
Prefer not to say	0

Which of the following best describes your current marital status?

Married	36
Civil Partnership	0
Partnership	9
Separated	*

Divorced	*
Ex Civil Partner	*
Single	8
Widowed	0
Prefer not to say	*

Which of the following best describes your caring responsibilities?

None	28
Primary carer of a disabled adult (18 and over)	*
Primary carer of a child/children (under 18)	25
Primary carer of an older person (65 and over)	*
Primary carer of a disabled child/children (under 18)	*
Secondary carer	*
Prefer not to say	*

What do you feel is your national identity?

British	23
English	0
Northern Irish	0
Scottish	29
Welsh	*
Other	6

Which ethnic group do you most identify with?
(there were many categories against which to report, but detailed below are just those that were ticked)

White British	19
White English	*
White Northern Irish	*
White Polish	*
White Scottish	30
White Welsh	*
Any other White background	5

Please indicate if you are a Board Member or which Directorate you work in

Conservation and Visitor Experience	21
Corporate Services (inc. Communications and Engagement)	24
Planning and Rural Development	9
Prefer not to say	*

Board Equalities Survey 2019

The following survey was sent to 19 CNPA Board Members; 14 people completed it. This is a return of 73.68%.

* indicates the result was 5 or less

Age	
16 – 24	0
25 – 34	*
35 – 44	0
45 – 54	*
55 – 64	9
65 – 74	*

Prefer not to say	0

What is your Religion or belief?	
Buddhist	0
Church of Scotland	*
Hindu	0
Jewish	0
Muslim	0
Other Christian	*
Other Religion or Belief	0
Pagan	0
Roman Catholic	*
Sikh	0
None	*
Prefer not to say	*

Do you consider yourself to have a disability?	
Yes	*
No	12
Prefer not to say	0

If you answered yes, what is the nature of your disability?	
Sensory impairment (blind, visual impairment, deaf, hard of hearing):	0
Learning disability or difficulty (Down's syndrome, dyslexia, autism, head injury):	0
Long standing illness or health condition (cancer, HIV, diabetes, chronic heart disease or epilepsy)	*
Mental health condition	0
Physical impairment (mobility issues, using arms, wheelchair user, on crutches)	*
Prefer not to say	0
Other Condition	0

How do you identify yourself? (If you are undergoing gender re-assignment, please use the gender identity you intend to acquire)	
Female	8
Male	*
Non-binary (any gender identity which does not fit within the binary of male and female)	0
Prefer not to say	0

Have you ever identified as transgender?	
Yes	0
No	13
Prefer not to say	0

Which of the following best describes you?	
Bisexual	0
Gay Man	0
Gay woman / Lesbian	0
Heterosexual / Straight	12
Not sure	0
Other	0

Prefer not to say	*

CNPA wants to create an environment where our employees feel totally able to be themselves at work. To assist us with identifying where there may be barriers to achieving this, it would be helpful if you could answer the following question.

If you are lesbian, gay or bisexual, are you open about your sexual orientation?

At home	
Yes	0
Partially	0
No	0
Prefer not to say	0

With colleagues	
Yes	0
Partially	0
No	0
Prefer not to say	0

With your line manager	
Yes	0
Partially	0
No	0
Prefer not to say	0

At work generally	
Yes	0
Partially	0
No	0
Prefer not to say	0

Which of the following best describes your current marital status?	
Married	10
Civil Partnership	0
Partnership	0
Separated	0
Divorced	*
Ex Civil Partner	0
Single	0
Widowed	0
Prefer not to say	*

Which of the following best describes your caring responsibilities?	
None	7
Primary carer of a disabled adult (18 and over)	0
Primary carer of a child/children (under 18)	*
Primary carer of an older person (65 and over)	*
Primary carer of a disabled child/children (under 18)	0
Secondary carer	*
Prefer not to say	0

What do you feel is your national identity?	
British	7
English	0
Northern Irish	0
Scottish	*
Welsh	0

Other	0
Which ethnic group do you most identify with? *(there were many categories against which to report, but detailed below are just those that were ticked)*	
White British	8
White Scottish	*
Prefer not to say	*

Appendix 2 - Staff Recruitment and Retention Statistics

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.

2017
In 2017, a total of 12 posts were advertised for recruitment. There were internal applicants for three posts – one of these posts were filled by an internal applicant; 10 posts were filled by external candidates.

Internal Applicants
There were a total of 5 internal applicants of the 12 posts. As the data recorded was 5 or less, the CNPA are not obliged to disclose the data.

Internal Appointments
There was 1 post which was filled by an internal applicant. As the data recorded is 5 or less, the CNPA are not obliged to disclose the results.

External Recruitment
All external applicants complete a questionnaire that focuses on all the protected characteristics. The information held on external applicants for 2017 is as follows:

Total number of applicants was 208, of which 106 were female and 98 were male.

Age breakdown	
16 – 24	15
25 – 34	76
35 - 44	54
45 – 54	44
55 – 64	16
65 +	0
Blank	*
Transgender	
Transgender – Yes	*
Transgender – No	199
Transgender – Blank	8
Disability	
Yes	42
No	165
No disclosure	*
Marital status	
Married	76
Not Married	109
Civil Partnership	*
Unknown	18

Religion/Belief	
Blank	16
Buddhist	*
Church of Scotland	23
Church of England	13
Hindu	*
Jewish	0
Muslim	
None	117
Other	*
Other Christian	20
Roman Catholic	10
Sikh	0
Sexuality	
Bisexual	*
Gay/Lesbian	*
Heterosexual	189
Other	0
Blank	15
Ethnicity	
(there were many categories against which to report, but detailed below are just those that were ticked)	
White Scottish	105
White English	51
White N Irish	6
White Welsh	*
Other British	9
Polish	*
Other White	20
Mixed or multiple	*
Indian	*
Asian - Other	*
African	*
No disclosure	*

External Appointments

There were 10 posts filled by external candidates, 1 post was not appointed. Although equality data was collected, due to the low number of staff appointed we do not feel it's appropriate to release further information which may lead to individuals being identified.

2018

In 2018, a total of 23 posts were advertised for recruitment. There were internal applicants for 10 posts – 5 of these posts were filled internally; 17 posts were filled by external candidates and 1 post was not appointed.

Internal Applicants

There were a total of 18 internal applicants for the 23 posts. 10 of the applicants were female and 8 male. There was a spread of applicants through the age categories from 16-54. No applicants declared a disability.

Internal Appointments

There were 5 posts which were filled by internal applicants. As the data recorded is 5 or less, the CNPA are not obliged to disclose the results.

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

External Recruitment

All external applicants complete a questionnaire that focuses on all the protected characteristics. The information held on external applicants for 2018 is as follows:
Total number of applicants was 324, of which 185 were female and 132 were male.

Age breakdown	
16 – 24	63
25 – 34	129
35 - 44	62
45 – 54	47
55 – 64	11
65 +	*
Blank	9
Transgender	
Transgender – Yes	*
Transgender – No	296
Transgender – Blank	23
Disability	
Yes	12
No	308
No Disclosure	*
Marital status	
Married	71
Not Married	228
Civil Partnership	*

Unknown	20
Religion/Belief	
Blank	23
Buddhist	0
Church of Scotland	10
Church of England	16
Hindu	0
Jewish	0
Muslim	0
None	242
Other	11
Other Christian	8
Roman Catholic	12
Sikh	0
Sexuality	
Bisexual	9
Gay/Lesbian	14
Heterosexual	255
Other	*
Blank	43
Ethnicity *(there were many categories against which to report, but detailed below are just those that were ticked)*	
White Scottish	134
White English	108
White N Irish	*
White Welsh	*
Other British	15
Polish	*
Other White	36
Mixed or Multiple Other	*
African	*
No disclosure	13

External Appointments

There were 17 posts which were filled by external candidates. Although equality data was collected, due to the relatively low number of staff appointed we do not feel it's appropriate to release further information which may lead to individuals being identified.

Appendix 3: - Staff Development Statistics

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.

Staff Development 2017
The data we already hold on staff training in 2017 can be reported as follows:
38 women and 33 men went on at least one training course in 2017. This represents 93% of the total number of staff employed in the year.

The age breakdown of staff who went on training was:

16 – 24	3
25 – 34	7
35 – 44	30
45 – 54	24
55 – 64	6
65+	1

The grade breakdown of training undertaken by staff in 2017 was as follows (with band A being the lowest grade/salary):

Band A	1 staff (100% of staff in grade)
Band B	5 staff (100% of staff in grade)
Band C	17 staff (94% of staff in grade)
Band C1	1 staff (100% of staff in grade)
Band D	26 staff (90% staff in grade)
Band E	12 staff (100% of staff in grade)
Band F	5 staff (100% of staff in grade)
Band G	3 staff (75% of staff in grade)
CEO	1 staff (100% of staff in grade)

The training was split over the Directorates as follows:

Corporate Services	22
Planning and Rural Development	17
Communications and Engagement	6
Conservation and Visitor Experience	26

Staff Development 2018

The data we already hold on staff training in 2018 can be reported as follows:

30 women and 24 men went on at least one training course in 2018. This represents 64% of the total number of staff employed in the year.

The age breakdown of staff who went on training was:

16 – 24	2
25 – 34	7
35 – 44	16
45 – 54	17
55 – 64	12
65+	0

The grade breakdown of training undertaken by staff in 2018 was as follows (with band A being the lowest grade/salary):

Band A	1 staff (25% of staff in grade)
Band B	4 staff (67% of staff in grade)
Band B1	1 staff (100% of staff in grade)
Band C	10 staff (63% of staff in grade)
Band C1	1 staff (100% of staff in grade)
Band D	20 staff (53% staff in grade)
Band E	11 staff (92% of staff in grade)
Band F	4 staff (67% of staff in grade)
Band G	1 staff (33% of staff in grade)
CEO	1 staff (100% of staff in grade)

The training was split over the Directorates as follows:

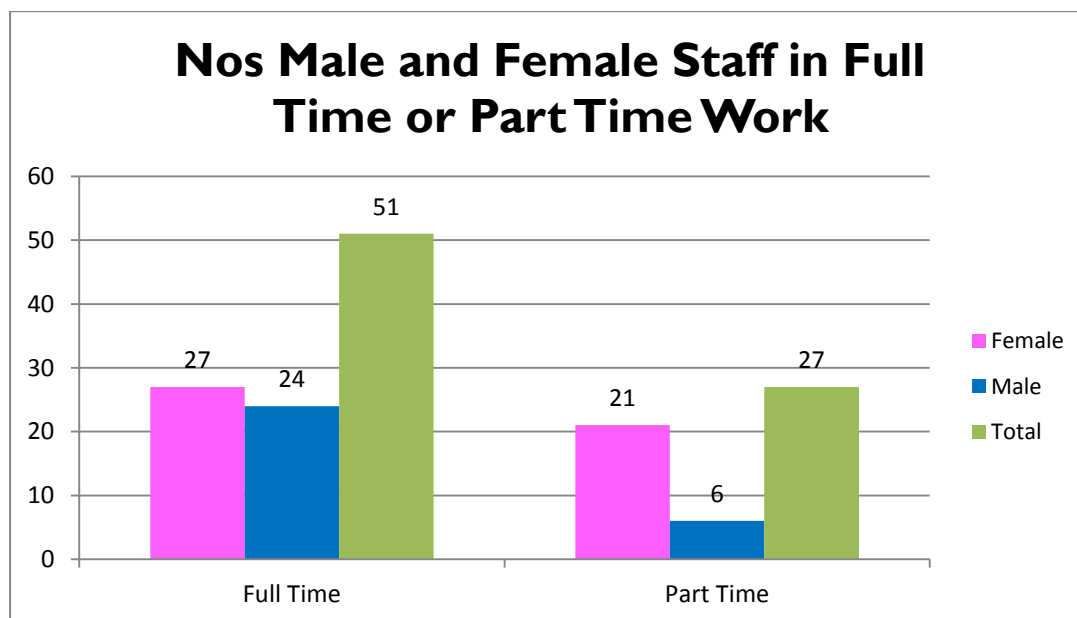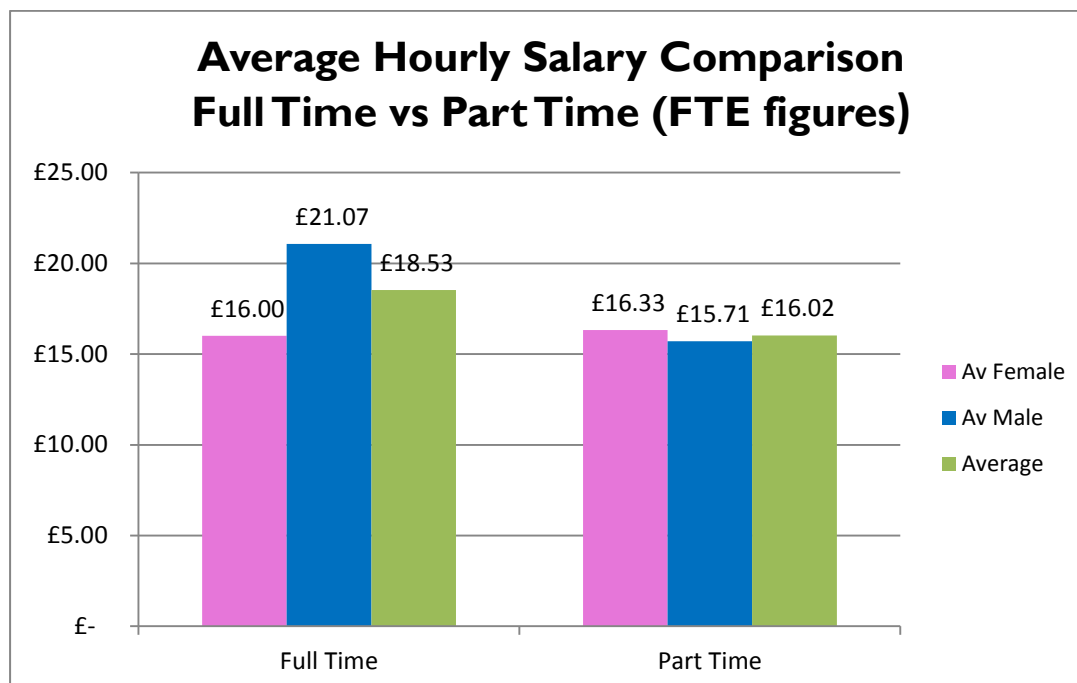| Corporate Services	17
Planning and Rural Development	14
Communications and Engagement	5
Conservation and Visitor Experience	18

Appendix 4 – Gender Pay Gap and Equal Pay Audit

Background

1.   An equal pay audit is designed to assess pay levels across the organisation in terms of gender equality. It should scrutinise all aspects of pay including profiles of the different grades and directorates across the organisation, as well as recruitment and promotion in order to highlight any areas where direct or indirect discrimination may be impacting on pay equality. The CNPA is committed to conducting an equal pay audit as part of its approach to equalities, and we assess pay for gender equality on an ongoing basis.

2.   The CNPA has a robust and objective job evaluation system which is designed to eliminate all elements of potential discrimination in the grading of different jobs, but it is important that our processes are scrutinised to ensure that inequalities are not allowed to develop inadvertently. There may be socio-demographic reasons behind differences in pay or variations in numbers of male or female staff at different grades within the organisation which acts to skew some results, but it is not sufficient to assume that this is the case. Hence we undertake a detailed review to seek to understand our equal pay position as fully as possible.

3.   This equal pay audit was conducted in April 2019 using the salary levels and staff numbers as at 31st March 2019.

4.   There are two measures of pay gap which we are required to report on – mean and median. The mean (sum of hourly rates of pay divided by the number of staff) includes the highest and lowest rates of pay. The median (the midpoint of the employee's hourly rates of pay) is not skewed by very low or very high hourly rates of pay, and potentially gives a more accurate representation of typical difference, but it can obscure gendered pay differences. Guidance therefore suggests that preference should be given to the mean, as it gives a deeper understanding of any pay gaps. Our calculations across the board are based on the mean average. For the overall gender pay gap figure, we have also used the median calculation.

Gender Pay Gap Results for Full-time and Part-time staff.

5.   Of our total 51 staff who work full time, 52% are women, in comparison with 47% who are men. The full-time pay gap across the entire organisation (comparing women's full-time average hourly pay with men's full-time average hourly pay) is 24.06%. This can be illustrated by the following analysis: Of the 27 full-time female staff, 37% are in the lower graded/paid bands A – C; 33% are in the middle paid range (band D); and 14% are in the higher graded/paid bands (E-G). Of the 24 full-time male staff, 13% are in the lower paid bands; 42% are in the middle range, and 45% are in the higher bands. So, the majority of male full time posts are in grades that are at the higher end of the salary scale, whereas the majority of female full-time posts are positioned in the grades that are at the lower end of the salary scale.

6.   78% of the organisations' part-time staff are female, and 22% are male. The average part time female salary is £16.33, which is higher than the average male part time salary of £15.71. This is the first time ever that the part-time pay gap is a negative

figure (-3.95), which is evidence of the significant work we have put in to developing more part time and job share opportunities at more senior posts, and that this has clearly attracted more female staff and is therefore successfully helping to address the gender imbalance at the more senior organisational level.
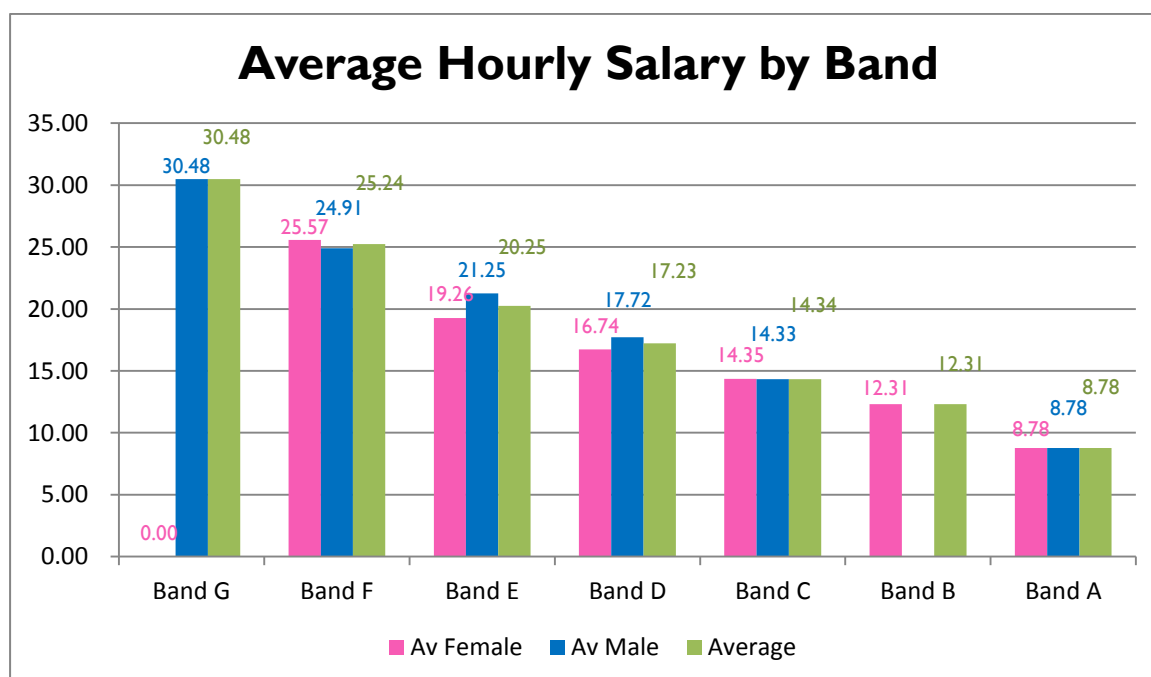
Average Hourly Salary Comparison Full Time vs Part Time (FTE figures)

	Av Female	Av Male	Average
Full Time	£16.00	£21.07	£18.53
Part Time	£16.33	£15.71	£16.02

Nos Male and Female Staff in Full Time or Part Time Work

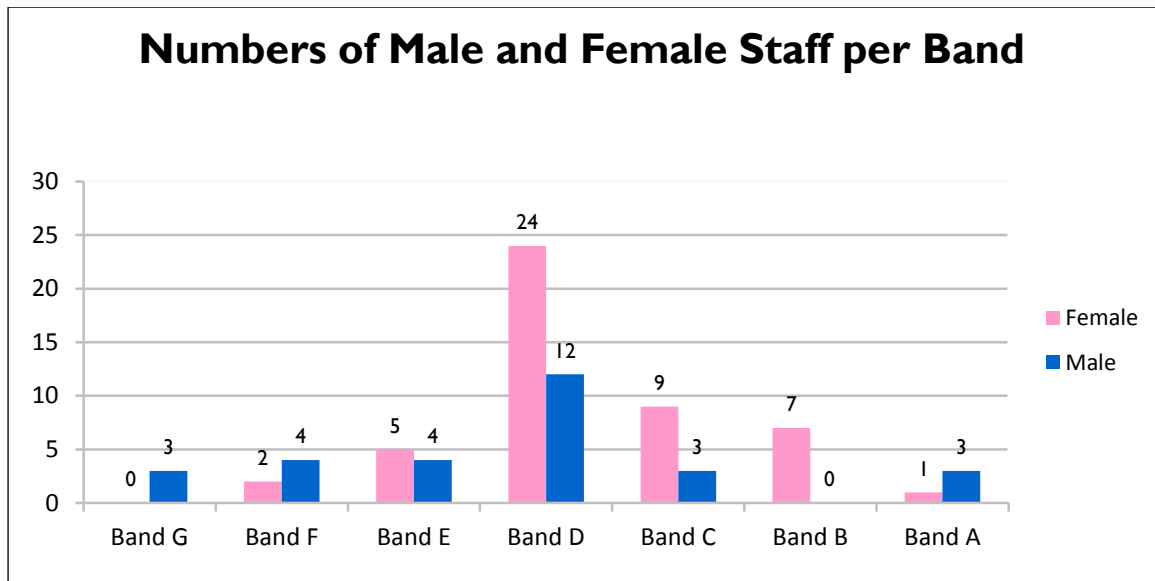|	Female	Male	Total
Full Time	27	24	51
Part Time	21	6	27

Results by Grade

7.   The Equal Pay Audit found that there were variances in salary average between male and female, but there was no obvious pattern in terms of grade/level within the organisation, with the female average higher than the male in some grades (band C

and F), yet not in others (bands D and E), and completely the same in others (band A). There was a zero gender pay gap at the two lower bands A and B.
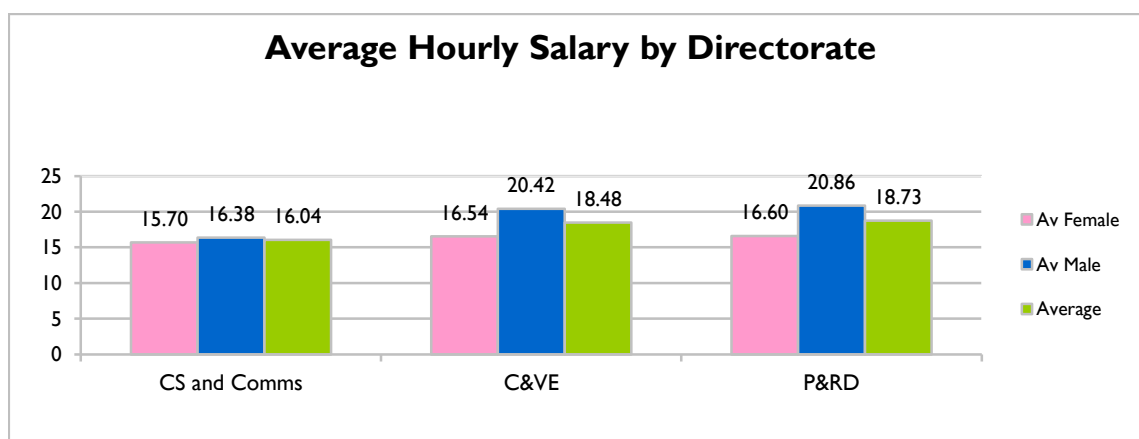
8. Band D is the largest band, with 36 staff. This is a Policy Officer level of grade/pay. 24 staff in this band are female, and 12 are male. 7 of the male staff are currently at the top of the salary band, most of whom having been with the organisation for at least 5 years. However, 18 of the female staff have been newly recruited within the last 5 years and are still travelling through the salary band, most of whom having been appointed at or near the bottom of the band. As such, while the "blunt" statistics suggest a gender pay gap in this band, a deeper analysis of the variation in pay in this grade suggested that variations were due to length of service within the grade of current staff in band rather than any inherent gender pay issue.

9. It should be noted that of the 19 management posts (bands E to G + CEO), 7 (37%) are female in comparison to just 25% in 2017. This represents a significant positive movement for the Authority in terms of equal pay assessment over a time of budget restrictions and consequently limited staff recruitment, achieving an objective of adapting job design and recruitment practices to seek to support more female recruitment to higher graded roles. Moreover, despite the fact that the majority of management roles are held by male staff, for the first time ever, there are more female staff at the middle management level band E, with 5 female to 4 male staff. There is still a 9.36% pay gap in this band, but this is again due to the fact that 3 of the 5 were newly appointed within the last 12 months and therefore placed at/near the bottom of the salary band, whilst 3 of the 4 male staff have been with the organisation for more than 5 years and are therefore at the top of the salary band.

10. Despite evidence nationally of journey times having some discrimination against female staff, the CNPA's policies have countered this to date and there is no evidence of this issue within the Authority.

Average Hourly Salary by Band

Band	Av Female	Av Male	Average
Band G	0.00	30.48	30.48
Band F	25.57	24.91	25.24
Band E	19.26	21.25	20.25
Band D	16.74	17.72	17.23
Band C	14.35	14.33	14.34
Band B	12.31		12.31
Band A	8.78	8.78	8.78

Numbers of Male and Female Staff per Band

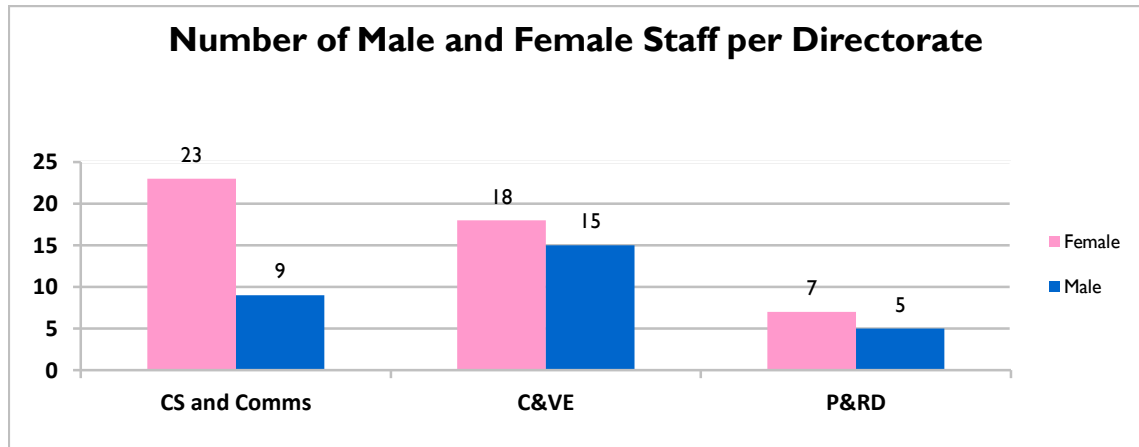| Band	Female	Male
Band G	0	3
Band F	2	4
Band E	5	4
Band D	24	12
Band C	9	3
Band B	7	0
Band A	1	3

Results by Directorate

11. An analysis of the salary levels by Directorate across the organisation showed that the average female salary was lower than the average male salary in all Directorates. Much of this difference appears to be due to the higher levels of female staff at admin or support officer levels within the Directorates, combined with significantly more males than females at the higher paid bands E, F and G across the organisation. However, the results of the analysis of pay by grade will also play into this position. We have identified above that there are increasing numbers of females in more senior grades. As these members of staff are relatively new to the organisation, they are still at an early stage of their journey times through salary grade. Consequently, there is a time lag in these positive improvements in gender balance showing into the analysis of salaries by grade and by their respective directorates.

Average Hourly Salary by Directorate

Directorate	Av Female	Av Male	Average
CS and Comms	15.70	16.38	16.04
C&VE	16.54	20.42	18.48
P&RD	16.60	20.86	18.73

Directorate Gender:

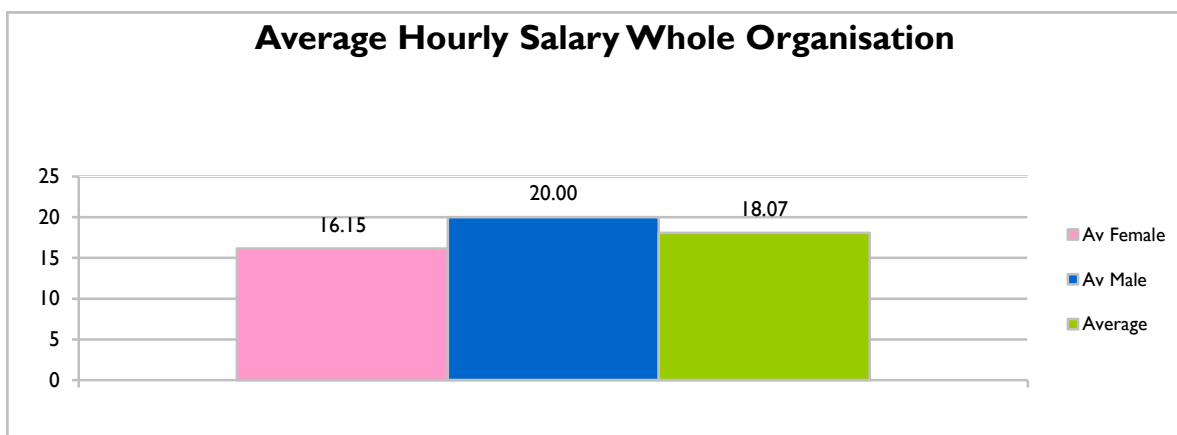## Number of Male and Female Staff per Directorate

Overall Organisational Results

12. Across the organisation as a whole, there are 48 female staff and 30 male staff – so female staff make up 62% of the workforce. The lower salary bands are mostly occupied by female staff. Band B is entirely occupied by female members of staff (7), and band C has 3 male and 9 female staff, with the exception at Band A which has 3 male and 1 female staff. At the opposite end, the management team (CEO and directors) of 4 officers is entirely male. Within the Operational Management Group, there are 4 male and 2 female heads of service. As such, the average male hourly salary is £20 and the average female salary is £16.15 (the average hourly salary across the organisation is £18.07). This makes the mean gender pay gap (i.e. the difference in average hourly earnings between men and women) 19.25%. Whilst this figure is high, and is above the 2018 Scottish Gender Pay Gap of 13.9%*, it is down on the CNPA's 2017 Gender Pay Gap of 21.47%, and the 2015 Gender Pay Gap figure of 23.64%. The gender pay gap result therefore highlights an ongoing positive trend in the Authority's practices successfully narrowing the gender pay gap on this measure with a reduction in gender pay gap of over 2 percentage points in each of our last two audits. The foregoing analysis, highlighting an increase in female staff at more senior salary grades within the organisation at early stages in their journey times through salary bands also lays a good foundation for further reductions in gender pay gap in subsequent years.

13. If we use the median methodology to calculate the Gender Pay Gap, the figure is lower at 15.25%, which is a small improvement on the 2017 figure of 15.87%. This figure is also only marginally higher than the 2018 Scottish Median Pay Gap of 15%.

14. This overall improvement can be explained by the following:

   a) There were more male appointments to the lower graded band A - C posts than before – and band A now has 3 male and 1 female staff, and is no longer entirely populated by female staff.
   b) As part of our commitment to one of 2017 – 2022 Equality Outcomes (to ensure there is a gender balance in senior management positions), we have taken the following actions:

*Close the Gap Working Paper (2019)

i. At recruitment we have reduced the number of essential criteria to ensure those that remain are indeed essential; several posts have been advertised with the potential of being part time or job share; all recruitment panels contain male and female members; recruitment advertising highlights the benefits of flexible working.
ii. There is more joined up recruitment with similar public sector organisations and we are supportive when possible of secondment opportunities
iii. Several full time senior posts that became vacant were rebranded and subsequently appointed as job share opportunities in support of our outcome of attracting more female staff into top posts
iv. We removed core hours and improved remote accessibility to IT facilities

One of the noticeable outcomes of these actions is that we now have more part-time and female staff in the band E management grade.

Average Hourly Salary Whole Organisation

Overtime

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

Recruitment Statistics

2018

16. In 2018 a total of 23 posts were recruited and 22 were appointed. All posts were advertised internally in the first instance.

17. There were 18 internal applicants with 5 internal appointments, 4 of whom were female and one was male. This is further positive evidence of work adapting roles / contracts and also supporting development of staff for career progression. Statistically, more staff applied for internal positions than in the previous year.

18. In 2018, of a total of 324 external applicants there were 132 male applicants and 185 female, or 40% of applicants were male and 57% female (3% did not disclose). Of

those appointed through the external round, 2 (12%) were male and 15 (88%) female.

2017

19. In 2017 a total of 12 posts were recruited, and 11 were appointed. All posts were advertised internally in the first instance.

20. There were 5 internal applicants, only 1 of whom was appointed.

21. In 2017, of a total of 208 external applicants there were 98 male applicants and 106 female, or 47% of applicants were male and 51% female (2% did not disclose). Of those appointed through the external round, 4 (40%) were male and 6 (60%) female.

22. Recruitment over both years therefore clearly evidences there is no inherent gender bias against female recruitment in the organisation, with appointment levels of female staff in both 2017 and 2018 far outstripping the proportion of female applicants.

Conclusions from the Audit

23. CNPA jobs are evaluated to determine which band they should be placed in, and most staff start at the bottom of the band, progressing by annual progression awards to the top of the scale. The potential for all forms of inequality is thus reduced by the fact that jobs are objectively evaluated and salaries allocated according to the job content rather than the person. There is still potential for inequality within evaluation systems, such as the weighting given to particular types of work – for example caring tasks have often attracted a lower weighting than manual labour in the past, which indirectly favours more men than women. The CNPA evaluation system has been designed and equality impact assessed to ensure this type of discrimination does not happen within Cairngorms NPA.

24. In terms of recruitment, it should be noted that more females were appointed over the last two years than males, and there were significantly more female applicants than male. Given the policy position of appointing at the lower end of the salary structure, it is not surprising that there is a gender pay gap as the majority of new staff are female.

25. Numbers of appointments of female staff, well in excess of the proportion of applications from females, highlights the effectiveness of our recruitment policies and practices in mitigating against any form of bias against appointment of female staff. The number of female applications and appointments to higher graded roles over the last two years also evidences the effectiveness of our gender equality actions in amending role descriptions and contracts to facilitate more job share and flexible working opportunities.

26. The CNPA has a number of policies designed to ensure that male and female members of staff have equal access to career progression. Male and female staff are given support in managing childcare commitments and other work life balance issues to enable them to work effectively at any level of the organisation. We have a range

of part time, job-share and ad-hoc working from home arrangements which have been accessed equally by men and women across the organisation. More part time or job share roles at the higher band E have been appointed, which shows that we are successfully challenging the organisational cultural perception that posts cannot be delivered at that level in part time hours.

April 2019

Appendix 5 – Occupational Segregation

As staff numbers are small (78 at the time of reporting), it would be meaningless to report data below dis-aggregated further by directorate or department. As such, we have shown the breakdown just by grade. Where figures are less than 5, where have simply provided an asterisk, as we would not wish individuals to be identified.

By Gender (as per equal pay audit data of 31 January 2017)

Grade	Grade description	Female	Male
A	Reception/admin assistant	*	*
B	Admin/finance officer	7	0
C	Technical/Snr Admin/policy officer	9	*
D	Policy Officer/Supervisor/first level Management	24	12
E	Management/technical specialist	5	*
F	Manager of managers/Heads of Service	*	*
G	Directors + CEO	0	*

By Race (as per information provided upon employment and held on Snowdrop)

Grade	Grade description	White British	White Scottish	White Other	Black/Asian	Other	Information not provided
A	Reception/admin assistant		*				
B	Admin/finance officer	*					*
C	Technical/Snr Admin/policy officer	*	*	*			*
D	Policy Officer/Supervisor/first level Management	11	11	*			12
E	Management/technical specialist		*	*			*
F	Manager of managers/Heads of Service	*	*				*
G	Directors + CEO		*				

By Disability (as per information provided upon employment and held on Snowdrop)

Grade	Grade description	No Disability	Disability Declared	Information not Provided
A	Reception/admin assistant	*		
B	Admin/finance officer	*		*
C	Technical/Snr Admin/policy officer	8		*
D	Policy Officer/Supervisor/first level Management	24		12
E	Management/technical specialist	7		*
F	Manager of managers/Heads of Service	*	*	*
G	Directors + CEO	*		

Appendix 6

CNPA Equality Action Plan 2017 – 2020

2019 Update report

Outcome 1: Ensure a gender balance in senior management positions

Action	Aim/Output	Target	Equality Group	Lead Partners	March 2019 Update
1. All junior graded staff will be offered the opportunity to engage in Mentorship programmes whereby women in senior positions mentor women in more junior posts.	To increase confidence, knowledge and understanding of staff in junior posts of the roles, responsibilities tensions and coping techniques at more senior posts.	30% staff take up mentorship opportunity	Women (gender)	*CNPA (HR team)*	We are still in the process of developing a mentorship programme and therefore cannot at this stage provide an update on impacts
2. Recruitment procedures will be reviewed: a) To ensure all the Essential criteria are indeed essential. b) To ensure all posts are advertised with the potential of being part time or job share. c) To ensure gender balance on recruitment panels is made explicit d) Recruitment advertising should highlight support	Women are more confident to apply for posts as they perceive they meet the criteria, and that their options of part-time/flexible working are negotiable.	At least 50% applicants for senior/managerial positions are women.	Women (gender)	*CNPA (HR team)*	The following actions/interventions have been implemented: - a) All job descriptions are scrutinised by HR prior to recruitment. HR has challenged the essential criteria on most occasions, and to date we have secured line manager approval to remove criteria that HR have considered to be non-essential b) We have not advertised ALL posts as having the

Action	Aim/Output	Target	Equality Group	Lead Partners	March 2019 Update
for home working. e) Recruitment application packs should contain information about childcare and accommodation provision in the area.					potential to be part time, but we have seriously scrutinised vacant posts to see if we can challenge the perception that they need to be full time. As a result of this 2 band E management posts that were vacated as full time posts were advertised on the basis that part time hours might be considered. Both these posts were filled by female staff who now work part time hours. c) Recruitment policy was amended to make it explicit that recruitment panel must be gender balanced d) We have completely revamped our recruitment adverts on our website and they all now "sell" our family friendly benefits which include home working

Action	Aim/Output	Target	Equality Group	Lead Partners	March 2019 Update
3. More joined up recruitment with similar public sector organisations, and opportunities for staff to go on secondments.	Staff gain new skills in a new environment where these opportunities might be limited at CNPA.	2% staff go on secondments.	Women (gender)	*CNPA (HR team)*	We are part of the EELG People Group which comprises HR lead staff from SNH, LLTNPA, SEPA, FC etc. We secured agreement from the Unions that staff from these organisations would be included in the initial internal recruitment process of each organisation – creating more joint up recruitment. We have also supported a young female graduate intern on a short term secondment to SNH, thereby increasing her skills and employability.

Action	Aim/Output	Target	Equality Group	Lead Partners	March 2019 Update
4. Flexible Working Requests are encouraged at all levels, and job shares created around such requests (if still deemed necessary that full time hours are required for that post).	Create opportunities for staff to develop and move into promoted roles.	From 0% job shares to 1% job shares.	All staff	*CNPA (HR team)*	We have developed several job shares in the last 2 years. Most notable is a senior band E manager post that was vacated as a full time post. We respecc'd this post into two part time posts which could either be filled by one person doing both jobs or by two people. Following a competitive recruitment exercise, the posts were filled by two women working part time hours, one of whom was an internal promotion from a role two grades below, into a management post. We had another role where the officer submitted a FWR to reduce their hours by half. This was agreed and a job share was developed with the remaining half of hours successfully filled.

Action	Aim/Output	Target	Equality Group	Lead Partners	March 2019 Update
5. Review training policy and budgets: a) Ring fence budget for line management training for staff who are not yet line managers but aspire to be. b) Ensure line managers support aspirational training. c) Ensure line managers encourage work shadowing to learn new skills.	Staff feel they are in a stronger position to apply for managerial positions as they have had training in these and related soft/transferable skills.	At least 50% applicants for senior/managerial positions are women.	Women (gender)	*CNPA (HR team)*	a) We delivered the line manager training in 2018 for staff new to line management, including those who were promoted internally into management roles. We have just contracted the course to be delivered again and 50% of the delegates are not yet line managers, but staff who have either applied for line manager roles, or whose roles involves an element of supervision of people. b) Aspirational Training is an area of focus for the staff appraisal discussion c) All staff are given 3 paid days to attend work shadowing or volunteering opportunities, which is promoted regularly trough the Intranet
6. Explore and implement reasonable interventions to support the ability of single parents/carers to attend conferences, meetings and events that will require time away from home overnight.	Requirement to attend such events is not seen as a barrier to applying for senior positions.	At least 50% applicants for senior/managerial positions are women.	Women (gender)	*CNPA (HR)*	To date, budgetary constraints have meant that we have not yet been able to take this forward.

Action	Aim/Output	Target	Equality Group	Lead Partners	March 2019 Update
7. Ensure there is senior management awareness of perceptions about organisational culture. This to be done through actions identified through ODS2.	Women feel they are not disadvantage by their inability to access informal networks.	At least 50% applicants for senior/managerial positions are women.	Women (gender)	*CNPA (MT and HR team)*	This has been flagged to our Management Team. In addition, and to further address issues around the culture of the organisation, MT and OMG have further training scheduled in April 2019, which will explore this issue further.
8. Review Flexible Working policy and investigate possibility of allowing remote working outwith standard working hours.	Minimise the impact of childcare responsibilities on ability to work efficiently and develop within the organisation.	At least 50% applicants for senior/managerial positions are women.	All staff	*CNPA (HR)*	The policy was reviewed and core hours were removed such that staff can work their daily contractual hours any time between 07:30 and 18:30. In addition we review each individual request on a case by case basis and have recently approved a request for a combination of compressed hours and working from home. This request challenged our traditional approach but we identified mechanisms to support approval of the request.

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

Action	Aim/Output	Target	Equality group	Lead Partners	March 2019 Update

Action	Aim/Output	Target	Equality group	Lead Partners	March 2019 Update
1. We will develop additional web based visitor information promoting experiences that are affordable and accessible.	To improve range and quality of information promoting accessible low cost and free experiences in the CNP.	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25%.	All groups	*CNPA (Comms and VE)*	The 17 Community Path Leaflets and two composite 'Easy Access Path' Leaflets are on CNPA Website. Work in 2019 will allow this information to be available by mobile phone. The Discover & Explore web pages have been updated to promote free ways to enjoy the Park including an Access for All abilities section.
2. All our visitor information, interpretation and education programmes will be written in plain English and uses text and images that represent a wide range of society including appropriate images of disabled people and ethnic minorities: a) Review and update existing publications by 2018. b) Implement on all new publications from 2017.	To improve range and quality of information promoting accessible low cost and free experiences in the CNP.	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25%.	All groups	*CNPA (VE)*	When community path leaflets are reprinted they now include the national grading system making the understanding of the route much easier Pavement, well made path. / easy / 1 mile / 1.6 km / Allow 30 mins New Welcome Leaflet to be published in 2019 and CNPA working in partnership with SNH on a new Explore for a Day Leaflet. Tread Lightly leaflet being simplified to make the responsible access issues clear and easy to understand.

Action	Aim/Output	Target	Equality group	Lead Partners	March 2019 Update
3. Staff will refer to agreed engagement process to ensure that National Standards for Community Engagement are used to inform planning and delivery of marketing and promotional campaigns.	To ensure staff consider all aspects of the engagement process.	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25%.	All groups	*CNPA (Comms, VE and PRD)*	Statutory consultation on LDP MIR and proposed LDP increased use of digital and social media to provide bite-sized information targeted at younger audience. CNPA public meetings are held at DDA approved venues and meeting notices ask if there are any special needs to be accommodated (e.g. hearing loops etc.)
4. Information will be promoted in targeted periodicals (e.g. Enable magazine) by advert or editorial.	To improve range and quality of information promoting accessible low cost and free experiences in the CNP.	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25%.	All groups	*CNPA (Comms and VE)*	Inclusion events in the Cairngorms Nature BIG weekend programme aim to encourage all ability and minority group attendees, working with Backbone and Alzheimer Scotland who promote this opportunity with their members.

Action	Aim/Output	Target	Equality group	Lead Partners	March 2019 Update
5. We will work with public sector partners to ensure that visitor facilities developed and promoted to encourage access for all: a) We will request that Visit Scotland incorporate equalities into their Total Quality Destination work in CNP.	To improve range and quality of information promoting accessible low cost and free experiences in the CNP.	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25%.	All groups	*CNPA and VisitScotland* *LA's SNH, FCS*	CNPA support for Tomintoul Local Information Centre and Ballater Visitor Information Centre has delivered clear easy to understand information. CNPA is in partnership with 10 Local Information Centres providing training and support to encourage the provision of easy to access information. VS Total Quality Destination on hold.
6. We will work with private sector tourism businesses to raise awareness and promote access for all. a) Incorporate information into 'Make it Yours' Programme. b) Deliver one business training programme specifically on catering for equalities groups.	To improve range and quality of information promoting accessible low cost and free experiences in the CNP: a) Deliver MIY to 200 visitor facing staff. b) Deliver business training to 12 businesses.	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25%.	All groups	*CNPA CBP*	Some 290 partner staff have undertaken the 'Make it Yours' training that raises awareness of the opportunity to promote access for all. This work includes the 10 Local Information Centres. Work in 2019 with VisitScotland will consider how we can best promote Accessible Tourism through the 'Make it Yours' campaign.

Action	Aim/Output	Target	Equality group	Lead Partners	March 2019 Update
7. We will continue to campaign to raise the profile of the Park as an outstanding place for nature, to engage more people with Cairngorms nature	Cairngorm Nature Festival will become an annual event, including promotion through Backbone and attracting minority groups	Increase the proportion of BME visitors from 1% to 2%.	All groups	*CNPA Backbone*	Backbone, Healthy Minds mental health group and Alzheimer Scotland are both bringing groups to the BIG weekend 2019 and all activity providers have been encouraged to make events more accessible, accessibility is highlighted in the programme. The 2018 BIG weekend included Caberfeidh Horizons, Richmond Fellowship (mental health and mental disability), and Branching Out (mental health)
8. We will consult with Inclusive Cairngorms on large visitor infrastructure projects, as part of and in line with our engagement processes; in order to ensure that we have considered making facilities attractive and accessible to all.	All large visitor programmes and projects delivered by CNPA to have EQIA and consult with Inclusive Cairngorms.	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25%.	All groups	*CNPA Inclusive Cairngorms*	No new visitor infrastructure projects identified in reporting period.

Action	Aim/Output	Target	Equality group	Lead Partners	March 2019 Update
9. We will continue to work with Backbone to develop community leaders that provide opportunities for black and minority ethnic groups to visit the CNP.	Deliver one Festival for All in CNP during the period attracting 100 - 150 participants	Increase the proportion of visitors with a disability from 6.7% to 10% by 2020 and proportion of C2/D/E visitors from 20% to 25% and proportion of BME visitors from 1% to 2%.	People from black and ethnic minorities	*CNPA Backbone*	Groups from across Scotland came to the National Park in September 2017 to celebrate Scotland's diversity at the CNP Outdoor Festival for All. Over 200 people attended from inclusion groups including; Young Muslim Sisters from Glasgow, Hindu Mandir an Asian elders group from Edinburgh, the Welcoming Project – Edinburgh who work with Refugee & Assylum Seeker family groups, Dundee International Women's Centre and the Yusaf Youth Initiative also from Dundee and the Rainbow Group – Falkirk that includes Multi cultural family groups. 2019 sees work beginning with Highlands Migrant and Refugee Association (HIMRA) through Backbone. To date 2 groups have visited the park and plans are in place for further visits.

Action	Aim/Output	Target	Equality group	Lead Partners	March 2019 Update
10. We will continue to get people more active	Expand the GP Health Walk referral scheme	Increase the number of health walkers from 652 (2014/15) by at least 20%	Older people, young people, health inequality, people who are inactive	*CNPA/GPs*	In partnership with Aberdeenshire Council CNPA has rationalised the Health Walks programme so that we support the 16 within the National Park and we have restructured internally so that this work is sustainable. Wee Walks Week in Sept continues to encourage the inactive and less active to walk and cycle. 2018 WWW involved 439 participants.
11. The travel grant scheme will give higher priority to disability, BME and groups from socially disadvantaged areas.	Increase number of new visits to CNP by under-represented groups.	Increase the proportion of awards made to under-represented groups from 24% to 35% by 2020.	All groups including low income.	*CNPA (VE)*	In 2017 a total of 46 travel grants were awarded of which 17 were to under-represented groups equalling 37%. In 2018 a total of 55 travel grants were awarded of which 6 were to under-represented groups equalling 11%. Figures for 2019 are not yet available.

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

Action	Aim/Output	Target	Equality group	Lead Partners	March 2019 Update
1. Establish and implement systems for gathering equality data for formal consultations, engagement events, and key CNP Groups and Forums to establish baseline data for future monitoring including: a) Pro-forma for informal gathering of data at events. b) Inclusion of voluntary equality questions in feedback/online questionnaires. c) Review of membership and Groups and Forums to gather equality data on membership. d) Utilise online tools/social media to pro-actively research information on those we engage with.	Baseline information in place from which to monitor improvement and plan communications activity.	Baseline data and monitoring in place for start of new Corporate Plan.	All groups	*CNPA (RD/Comms)*	• Equalities data collected voluntarily during LDP consultation processes. • LDP consultation processes used digital information and social media to provide bite-sized information more attractive to younger audiences. • CNPA organised a one day event to inspire young women to choose rural careers on 30th October 2018. The event was a huge success with 170 attendees. https://cairngorms.co.uk/caring-future/education-learning/women-in-wellies/

Action	Aim/Output	Target	Equality group	Lead Partners	March 2019 Update
2. Utilise equality figures of key CNP groups and forums (either led or funded by CNPA) and work with these groups to raise awareness of the benefits for more inclusive participation, identify possible barriers to involvement and pro-active initiatives, targets and monitoring to address these.	Key CNP groups and forums are better representative of key equality groups and take ownership of trying to improve equality.	10% increase in women and under 35 year olds involved in groups and forums.	Women and under 35 year olds.	*CNPA (OMG) (AoCC, LOAF, CDAG, CNSG, CEF, CTP etc.)*	• CNPA Board in 2019 has a gender split of 10 women to 9 men. The convener is 26 years old and vice convener is female. • The new Cairngorms Upland Advisory Group (CUAG) has been set up to replace the Cairngorms Deer Advisory Group which had a gender split of 2 women to 22 men. The split in CUAG is 7 women/youth: 12 men. That's a 29% improvement.

Action	Aim/Output	Target	Equality group	Lead Partners	March 2019 Update
3. Review Stakeholder engagement list to identify any gaps in equality groups and opportunities to improve coverage.	Ensure key equality groups are included on the CNPA stakeholder engagement list.	CNPA stakeholder engagement list includes equality baseline information and gaps in equality groups filled.	All groups	*CNPA (OMG/Comms)*	A EUROPARC Youth Manifesto was launched at the EUROPARC Conference in the Cairngorms National Park in September 2018. It calls for organisations and communities to engage with their young people to create new opportunities for living, learning and working in rural communities and protected areas. A CNPA Youth Council is being established to engage with the governance and decision making processes and to develop a grant awarding function that sees the creation of innovative projects delivered by young people for the benefit of young people in the Cairngorms. The Inclusive Cairngorms forum meets twice a year to discuss and advise CNPA on how to make projects and activities more inclusive, as well as to share experiences from guest speakers on other inclusion projects in and around the Park. Agenda items include outdoor access, planning applications, disability, young people, and low incomes.

Action	Aim/Output	Target	Equality group	Lead Partners	March 2019 Update
4. Develop, trial and monitor new engagement mechanisms to increase responses from hard to reach groups.	More responses are received from Women and Under 35 year olds.	10% increase in formal consultations (where baseline data established).	Women and under 35 year olds	*CNPA (RD/Comms)*	• Cairngorms Capercaillie project using innovative 'storymapping' techniques alongside ranger workshops, drop-ins and direct canvassing to specifically target hard – to-reach groups • LDP consultation process using videos and social media to involve hard-to-reach groups.
5. Formalise inclusion of people with disabilities in the stakeholder training we provide by: a) Making it explicit in advertising e-mails and on the website that we will endeavour to make and pay for special arrangements for people with disabilities to attend training courses.	More people with disabilities will engage with stakeholder training offered by CNPA.	10% increase on attendance on training by people with disabilities.	People with disabilities	*CNPA (LM&C)*	Funding for this training project is no longer available and this action has not therefore been progressed.

Action	Aim/Output	Target	Equality group	Lead Partners	March 2019 Update
6. Reporting of equality statistics in consultation feedback reports, engagement event reports, campaign activity, and notes/minutes of key groups and forums to raise awareness of the issue with staff, partners and stakeholders.	The profile of equality issues is raised with all staff and partners.	Standard reporting format in place by start of 2017/18 financial year.	All groups	*CNPA (OMG)*	- BIG weekend evaluation includes equality statistics - Standard equalities survey in place for use by all staff for events & consultations