

CAIRNGORMS
NATIONAL PARK AUTHORITY

ÙGHDARRAS PÀIRC NÀISEANTA A'
MHONÀIDH RUAIDH

2021 Equality Mainstreaming Report

2017-2020 Equality Outcomes Update

2021 – 2024 Equality Outcomes

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Convener and Chief Executive Officer Forward

The Cairngorms National Park is an iconic landscape, home to 18,000 people and visited by around 2 million people every year. It is the duty of the Cairngorms National Park Authority to look after and enhance this special place for the people of Scotland, both for now and future generations. Achieving powerful diversity and equality outcomes are essential if we are to meet this duty effectively.

We have achieved most of our equalities targets set through the Equalities Outcomes 2017 - 2020, but not all, and we recognise that continued focus on equalities is imperative, particularly at the current time, following a worldwide pandemic that has created huge inequities in society. So, whilst we have had a busy time working towards the delivery the actions set out in the 2017 – 2020 Equality Outcomes, some were delayed as a result of the pandemic, and some still require continued work.

We also recognised in the last few years the need to engage more proactively with external equalities experts, and to this end we have renewed our Equalities Advisory Panel, with the first meeting of the newly constituted panel held in October 2020. This is a vibrant grouping of equalities experts and enthusiasts from across the public, private and third sector, who are tasked with providing evidence-based feedback, guidance and advice to support CNPA to not only meet its equality duties, but also to embed equality and inclusion in the policies and plans of the Cairngorms National Park Authority. We want these issues to be at the centre of our decision-making and to make sure we have robust procedures and practices based on the best evidence and expertise.

As an employer we aim to continue to provide high quality jobs for our staff, and a working environment where staff feel involved and valued and which provides equal opportunities for everyone. We aim to do more and to see where we can make continual improvements with our staff group and with the CNPA Board.

As a service provider, we are engaging directly with different communities in order to better understand their concerns, priorities and perspectives. We are seeking to promote good practice in equality to our partners, as well as demonstrating it within the Authority and mainstreaming equality into all our policies and procedures.

This report looks at how much we have mainstreamed equality into all aspects of our work. It focuses also on the Equality Outcomes we are targeting for 2021 - 2024. We recognise that there is still work to be done, but we hope that you will find this report encouraging, and that it will demonstrate our ongoing commitment to diversity and inclusion. This is important for all of us.



Xander McDade

Xander McDade
Convener



Grant Moir

Grant Moir
Chief Executive Officer

Executive Summary

Looking Back

1. The Cairngorms NPA is proud of its work in embedding equalities actions over the period of this report.
2. Our Equalities aims and ambitions are strategically led from the top of the Cairngorms NPA, by the Board and Senior Management Team, with a equalities ambitions established in our:
 - a) **Values:** as an **open, inclusive, innovative** and **professional** organisation that behaves with **integrity**; and our
 - b) **Vision:** as an outstanding National Park, enjoyed and valued by everyone, where nature and people thrive together.
3. Our Board - 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 in the 25 – 30 age group, and a female vice-convenor. Three of the four standing Committees established by the Board have a female Chair.
4. We have refreshed and reinvigorated our approach to seeking expert advice on our work embedding equalities, and the first meeting of the new Equalities Advisory Panel (EAP) took place in October 2020. Equality Advisory Forum - Cairngorms National Park Authority
5. CNPA is committed to supporting young people into employment, and to this end formally adopted a **Youth Employment Strategy** in October 2017 which we continue to successfully deliver.
6. 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. In follow up to this initiative, the Cairngorms Youth Action Team (CYAT) was launched in October 2019 by Mairi Gougeon MSP and Minister for Rural Affairs and the Natural Environment and continues to be supported by CNPA to encourage youth engagement with the work and delivery of the organisation.
7. Engagement priorities have had a focus on volunteering, with people aged 16 to 60+ have donated over 3,300 hours of unskilled, skilled and professional time to the Cairngorms Capercaillie Project, including through the Project Scotland scheme which aims to help young people between 16 and 30 to get on in life through volunteering.
8. One of our aims with engagement was to develop a much wider and more diverse audience in our key strategic policy development. To this end, we launched a proactive social media campaign around development of our 2020 Local Development Plan. We posted 30 different and interactive videos during this time,

as well as 3D maps and info-grams. We are aware that the videos were viewed over 30,000 times, and our initial assessment is that the campaign made thousands more people aware of the LDP, and attracted awareness from a completely different demographic of people than previously.

9. We continue to proactively address organisational and HR policy to provide the environment most conducive to a workplace for all. The Cairngorms NPA was identified as one of “Scotland’s Top 10 Flexible Employers” at the Flexibility Works Employer Awards. As a specific example of targeted policy, the Authority has developed a Menopause Support Group, recognising that a significant number of the workforce are women in the 45+ age group.
10. 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.
11. Our gender pay gap continues to decline for the fifth year in a row evidencing the positive work in this area: in February 2021 it was 17.44% compared with 21.47% in 2017. The gender pay gap for part-time staff is -5.62%, which is a significant improvement on the 2020 figure of 20.23%. The female average salary is higher than the male in most grades (band C, D & F); and only lower than the male average in one grade (band E). Band D, the largest band, with 31 staff, comprising 22 female staff and 9 male staff has a gender pay gap of -2.5%. The middle management grade E has a gender pay gap of 4.65%, with 6 female staff and 5 male staff in the band.

Moving Forward

12. The Cairngorms NPA recognises the extensive work remaining to be undertaken as we seek to further embed equalities as an integral characteristic of the organisation.
13. The CNPA Board could be more diverse, representing a broader range of protected characteristics and we have established a set of actions to help achieve this along with others we are dependent on in nominating and appointing our Board Members.
14. Analysis of the last few year’s data from our annual staff equalities survey has also highlighted that our workforce is really not diverse. This has informed an Outcome of our 2021 – 2024 Equality Outcomes: our workforce will become more diverse. We will have more women in senior positions in the organisation, and will have an increased number of minority staff working for us (specifically with relation to sexual orientation, disability and ethnicity).
15. Considering feedback from survey work within has informed one our Equality Outcomes for 2021 – 2024: “more equality groups participate in CNPA led consultations and stakeholder forums/groups to influence decisions made in relation to the management of the Cairngorms National Park”. A programme of user testing and access audit activity for website use has been commissioned for 2021.
16. While there is positive evidence of good male / female gender balance in recruitment selection for interview and appointment, there is work to be done to attract more

applicants from the BME and LGBTQ+ communities, as well as those with a disability. We will review our recruitment approaches and work with the Equality Advisory Forum to seek new ways of attracting job applicants from a wider range of cultural other underrepresented backgrounds.

17. Despite the many positive outcomes of our work in addressing the gender pay gap within the Authority, we note the remaining differential which is driven now primarily by the gap in numbers of male and female staff in our top two management tiers. Opportunities to address this has been severely restricted by very few recruitment opportunities arising at these organisational levels. The Authority will continue to implement succession planning to support all staff toward internal promotion to higher tiers and put in place actions specifically supporting our female staff in their promotion aspirations, within an ongoing objective of addressing gender pay gaps throughout all levels of the organisation.

Part I: About the Cairngorms National Park Authority

Our Purpose

18. The purpose of the Park Authority is to promote partnership working and give leadership to all the bodies and agencies involved in the sustainable growth and development of the Cairngorms National Park. Through co-ordinating development and collective agreement of the Cairngorms National Park Partnership Plan (NPPP), the Park Authority aims to ensure the 'collective and co-ordinated delivery' of the four aims of the National Park, which are:
- a) To conserve and enhance the natural and cultural heritage of the area;
 - b) To promote sustainable use of the natural resources of the area;
 - c) To promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public; and
 - d) To promote sustainable economic and social development of the area's communities.

National Park Partnership Plan 2017–2022

19. The Plan outlines a positive agenda for conservation, visitor experience and rural development over five years of the Plan. It focuses on a range of proposals including:
- a) Targets to increase woodland expansion and the restoration of peatland by 2022;
 - b) Investment in key visitor infrastructure such as the Deeside and Speyside Way extensions and the Snow Roads scenic route;
 - c) The development of 'visitor giving' opportunities to help maintain the Park's extensive visitor infrastructure and outstanding natural heritage;
 - d) Increasing volunteering and inspiring diversity of people to engage with the Park and creating a Park for All;
 - e) A target to deliver new affordable houses by 2022;
 - f) Supporting Cairngorms Community Broadband to deliver superfast broadband in the hardest to reach parts of the Park.
20. We are currently developing our approach to the next Plan (2022 – 2027), and details about the Plan and the consultation process will be included in the 2023 Equalities Update

CNPA Corporate Plan (2018 - 2022)

21. The Cairngorms National Park Authority's (CNPA) Corporate Plan sets out how the Authority seeks to be "the best small public sector body in Scotland", and how we will support the Government's central purpose: "to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth" and delivery of the Programme for Government. It sets out the Authority's contribution to delivering the Park Plan outcomes, through 3 themes - Conservation, Visitor Experience and Rural Development. These are supplemented by two other themes – Corporate Services and Communications. Each of the themes has a number of priorities for delivery to 2022, as below:

Conservation

- a) **Priority 1:** Support landscape-scale conservation, specifically the expansion of native and montane woodland, peatland restoration, natural flood management and Capercaillie management.
- b) **Priority 2:** Ensure deer management is focused on delivering public interest priorities specifically the expansion of native woodlands and peatland restoration.
- c) **Priority 3:** Support sustainable moorland management to deliver greater habitat diversity and good management practice

Visitor Experience

- a) **Priority 1:** Continue to ensure visitor infrastructure meets the expectations of visitors to the National Park and help deliver a sustainable tourism economy
- b) **Priority 2:** Increase physical activity in both residents and visitors and support delivery of Scotland's Natural Health Service
- c) **Priority 3:** Create a 'Park for All' by encouraging people from all backgrounds to come and recreate, learn in or visit the National Park

Rural Development

- a) **Priority 1:** Support delivery of housing for local needs through an efficient and effective planning service.
- b) **Priority 2:** Support communities, specifically focussing on the most fragile, to deliver their agendas for change.
- c) **Priority 3:** Work closely with the business community and partners to support a sustainable Park economy.

CNPA Values, Vision, Mission

22. Following engagement with staff, the Park Authority adopted a set of values, and vision and mission statements, as part of its corporate and planning processes. The theme of inclusiveness runs through all these statements.

Values:

23. The CNPA is an **open, inclusive, innovative** and **professional** organisation that behaves with **integrity**.

Vision:

24. An outstanding National Park, enjoyed and valued by everyone, where nature and people thrive together.

Mission:

25. To lead the way in delivering for the Cairngorms National Park by:
- a) Bringing people together towards a common purpose.
 - b) Enhancing the Park for everyone.
 - c) Inspiring new generations to be Park Champions.

CNPA Board

26. Our Board approves the strategic direction of the organisation and amongst other things, is responsible for ensuring high standards of governance, monitoring and

overseeing the delivery of agreed objectives and compliance with statutory responsibilities.

27. Board Members come from 3 different sources and bring unique skills to our Board. Of the 19 members:
 - a) 7 are appointed by Scottish Government ministers to bring a national perspective to the Board and specific expertise from a range of subjects relevant to the Park;
 - b) 7 are nominated by the five local authorities within the Park boundaries and appointed by Ministers. They are expected to cement the key strategic relationships between the Park Authority and its partner local authorities; and
 - c) 5 are locally elected, which brings to the Board the valuable understanding and perspective of the Park's local businesses and communities. Elected members also champion, represent and help deliver Park Authority objectives within the wards they represent.
28. In the last 4 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.
29. Although the Park Authority is not responsible for appointing its Members, and has no direct responsibility for Board appointments and therefore little influence over the recruitment decisions, we have a role in identifying skills required by Board Members, and engage with the public to increase awareness of the role of boards and their members and encourage interest in the roles from a more diverse audience.
30. The CNPA has developed a skills matrix, which identified key skills strengths of the existing board members, and thereby identified skills that were under represented. 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.
31. The skills matrix was also shared with the local authorities to help inform their decisions around appointment of Councillors to the board.
32. 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. There was a total of 24 nominees for 4 wards (the fifth ward being uncontested). Of the 24 nominees, 6 were female and 18 were male. The final outcome was that of the 5 elected members, 3 were female and 2 were male.

33. 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 convener, aged in the 25 – 30 age group, and a female vice-convener.
34. 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 and a female vice-chair;
 - d) Staffing and Recruitment Committee, with a female chair and a male vice-chair.

Board Diversity and Succession Planning

35. CNPA staff and Board Members are invited to complete an anonymous equalities monitoring survey.
36. In 2021, 19 Board Members were invited to complete the survey, of which 18 responded, representing a 95% response rate. Details of responses are contained in Appendix 2.
37. Due to the small numbers involved, we cannot report on all the protected characteristics, however, the main areas to highlight are as follows:
 - a) 52% of our Board are female.
 - b) 94% of respondents are aged 45 and above.
 - c) 12% noted a disability.
 - d) No board members identified as an ethnic minority.
38. Clearly the CNPA Board could be more diverse, representing a broader range of protected characteristics. To address this, and any skills gaps going forward, we will focus on the following activities:
 - a) We will support shadowing opportunities at Board to support the development of people interested in a future Board role.
 - b) Continue to work with the Public Appointments Unit on developing future recruitment and selection campaigns.
 - c) Continue to highlight our ambitions for diversity on the Board to our local authorities when we have a cycle of new local authority nominations.
 - d) Develop relationships with equality groups to promote greater understanding of the Board and their role and increase diversity of candidates.
 - e) Continue to make use of technology (including social media) to appeal to and engage with diverse groups.
 - f) Encourage Board Members with protected characteristics to volunteer as role models and take part in relevant communications.

- g) Run targeted training events, including invitations to attend and participate in Board meetings, for people from under-represented groups to familiarise with them with the work of Board Members, and to enhance their capacity to apply for Board positions.
- h) Develop good candidates who apply, but are unsuccessful by offering advice, mentoring and shadowing opportunities.
- i) Enlist Board Members to mentor potential candidates.
- j) Review our policies for Board Members around provision of childcare/dependents/carers support, and also consider timings and frequency of Board meetings to minimise barriers to potential applicants.

Part 2: Mainstreaming Equality within CNPA

Introduction

39. This section of the report demonstrates what the Authority 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.
40. We have focused this section around Engagement and Participation; Corporate Functions and Processes; Service Provision; Leadership and Staff Awareness; and Recruitment.

Engagement and Participation

Equality Advisory Panel

41. Until 2018, CNPA engaged with its Inclusive Cairngorms Forum, which was an advisory group that promoted equality and inclusion to help create a Park for All. The forum then became inactive and it was during this time that we really began to notice how valuable the Forum had been, but identified also that the Forum needed to be updated and refreshed. As a result, we developed new Terms of Reference and launched a proactive recruitment campaign to attract equalities experts and enthusiasts to support the Authority's equalities work.
42. Despite the fact that recruitment took place during the Covid-19 pandemic we nevertheless attracted a good number of applicants representing expertise across all equalities characteristics. The first meeting of the new Equalities Advisory Panel (EAP) took place in October 2020, and the Panel has met virtually every month since then. The details of forum members are posted on our website at the following link: [Equality Advisory Forum - Cairngorms National Park Authority](#)
43. The purpose of the EAP is to provide evidence-based feedback, guidance and advice to support CNPA to:
 - a) Ensure statutory public sector equality duties are delivered in accordance with The Equality Act 2010 (and other relevant equality legislation e.g. Human Rights Act 1998)
 - b) Embed Equality and Inclusion in their corporate planning processes.
 - c) Critically assess and appropriately mitigate impact of CNPA decisions on equality groups through robust equality impact assessment procedures.
 - d) Ensure best practice in equality and inclusion approaches to their work.
 - e) Remain up to date on Equality and Inclusion responsibilities and best practice.
 - f) Promote equality and inclusion work of CNPA and partners within the park.
44. The panel's primary function is as an advisory panel and the panel is expected to:
 - a) Provide up to date, authoritative and evidenced-based advice and guidance on equality and inclusive practice and approaches.
 - b) Critically assess CNPA policy and strategy from an equalities perspective and provide recommendations to support CNPA officers to deliver best practice approaches to Equality and Inclusion

- c) Provide support and guidance to complete high quality EQIAs during project and service planning
 - d) Highlight high risk areas around equalities issues that stem from the Park Authority's proposed corporate and operational plans
 - e) Respond to requests for any specific equality review in collaboration with the relevant Head of Service.
 - f) Facilitate a virtual feedback mechanism for CNPA staff to receive timely advice on equalities and inclusion in relation to their work programmes.
 - g) Signpost CNPA officers to appropriate best practice in equality approaches and share learning and knowledge with CNPA.
 - h) Provide an annual forum to showcase equality work of CNPA and throughout the park.
45. The group is chaired by the CNPA Board Equalities Champion, who is a board member with responsibility for Equality who has a good working knowledge of both CNPA and equalities to ensure the group is effective.
46. To date this group have advised and helped shape the following:
- a) Equality monitoring categories in the staff/board Equalities Survey, and the Recruitment equalities Monitoring Survey were updated in line with those recommended by the Panel.
 - b) Accessible Communications sessions were held with key staff with Disability Scot – a number of actions are now planned following this session.
 - c) Communication and social media plan for the Big Nature Weekend has been adapted to target minority groups who are under-represented in the conservation field. Website content to include easy read and read aloud software.
 - d) Website audit planning has started.
 - e) Work is in place to publish an accessibility statement on our website.
 - f) We are looking to update imagery on our website and leaflets.
 - g) We are developing a How-to guide to help people produce publications/ documents in the right way and upload them correctly.
 - h) Monitoring of sexual orientation to be included in future Visitor surveys, as this was identified by the Panel as an omission on the current survey.
 - i) The Panel scrutinised the **COVID-19 impact on staff EQIA** and provided useful advice around amendments which were then included in the revised version.
 - j) The Panel signposted support which is now included in staff wellbeing emails.
 - k) Link to Badenoch Access Panel App to be included Great Place Project App.
 - l) Grant funding link to accessible capital projects to be incorporated in next round of Green Recovery Grants.
47. This is a fantastic forum that will undoubtedly provide critical scrutiny and challenge on our equalities work to enhance the Authority's approach to equalities.

Schools and Young People

48. 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. In 2019 a total of 15 travel grants were awarded – 13 to school groups and 2 to disadvantaged groups. In 2020 no travel grants were awarded due to COVID-19 travel restrictions and the travel grant is not being offered in 2021 until guidance allows. 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 (Survey Monkey). 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: -
- i. A young person was employed in 2018 on a 2-year Modern Apprenticeship contract. During this time, the young person gained an SVQ in IT whilst training and working “on-the-job” at the Authority. The young person has now moved on to University to study an IT degree. In 2020, we appointed another young person to the IT Apprenticeships.
 - ii. We have also supported a young person on a Foundation Apprenticeship. This involved a school student working for the organisation one day/week during term time, gaining valuable on-the-job experience of the working environment.
 - iii. Since 2018, we have hosted 7 fully paid short-term internships. In addition we have appointed 2 Graduate posts on 3-year contracts
 - iv. Over the last 4 years we have supported numerous 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.
 - v. We have committed to supporting UHI’s mentorship programme, with several senior managers providing their services as mentors to local university students.

- vi. 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"
 - vii. CNPA has supported 5 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.
 - viii. CNPA are supporting the Kickstart programme in 2021 with 5 places available as Trainee Rangers and 1 as a trainee Finance/Admin Officer. All trainees will be given training in the skills required to work in their specialism as well as transferrable skills to enhance their employability.
- 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:
- i. Develop procedures and protocols for recruitment and management of a youth council.
 - ii. 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.
 - iii. Develop an appropriate model for interaction with the CNPA Board, its procedures and business.

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

The Cairngorms Youth Action Team (CYAT) was launched in October 2019 by Mairi Gougeon MSP and Minister for Rural Affairs and the Natural Environment. Activity began in early 2020 but was curtailed by the COVID-19 pandemic. Through 2020 and 2021 online participation has continued with the CYAT members taking part in a number of events such as the Scottish Rural Parliament and a Minecraft in Planning project.

- f) The outdoor learning project has been 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. In 2019 88 young people completed their Junior Ranger Programme, 2020 saw no Junior Ranger activity due to the COVID-19 pandemic, but it is hoped to restart Junior Ranger activity in 2021 when guidance allows.
- 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%). In 2019 2,684 John Muir Awards were completed with 438 (16%) from disadvantaged backgrounds. 2020 saw a much reduced total due to the pandemic with only 973 awards completed 202 (21%) of these were from disadvantaged backgrounds. As we enter 2021 award activity is slowly beginning to return to pre pandemic levels.

Community Leadership Project

49. 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 2500 people) in activities, volunteering and visits to National Parks and NNRs.
- d) 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 & Asylum 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.

- e) 2019 saw work beginning with Highlands Migrant and Refugee Association (HIMRA) through Backbone on the 'Our Natural Heritage Project'. To date 2 groups have visited the Park and plans are in place for further visits.
- f) Due to COVID-19 restrictions all work with groups in 2020 was halted with a view to starting up when guidance allows; this is still the case at present in 2021.

Community Engagement

50. **Cairngorms Capercaillie Project:** The Cairngorms Capercaillie Project is enabling more people, and a wider range of people, to get involved in Capercaillie conservation. To date, volunteers aged 16 to 60+ have donated over 3,300 hours of unskilled, skilled and professional time to the project, including through the Project Scotland scheme which aims to help young people between 16 and 30 to get on in life through volunteering. The project is in the process of updating its Monitoring and Evaluation Plan which includes measures for capturing demographics to help track and inform the project's work with people with disabilities, from a wide range of places and socio-economic backgrounds. As part of the plan, the project also intends to ask people questions about enjoyment, if there is anything the project could do better, or anything done particularly well, and these will be refined as the project learns more about the audiences it's engaging with during its new 'delivery phase'. It might be that people are asked about how they heard about the project, if they felt included for example.
51. **Local Development Plan (LDP) 2020:** In January 2019, 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 that 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 graphics. The videos were viewed over 30,000 times, and our initial assessment is that the campaign made thousands more people aware of the LDP, and attracted awareness from a completely different demographic of people than previously.
52. In addition to the social media campaign, we ran 7 public meetings in settlements across the National Park. Approximately 250 attended these events.
53. 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.
54. All respondents were asked to complete an equalities survey, covering all the equalities characteristics. This survey informed one our Equality Outcomes for 2021 – 2024: **“More equality groups participate in CNPA led consultations and stakeholder forums/groups to influence decisions made in relation to the management of the Cairngorms National Park”**.
- a) We actively use the National Standards for Community Engagement and promote best practice.
 - b) 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.

- c) We participate in the relevant Community Partnerships as part of the Community Planning process.
- d) We encourage each community to prepare a Community Action Plan in order to proactively plan what their priorities are over a five year period. Significant effort is made to involve harder to reach groups in the process. We work with communities to improve their capacity, and provide support to assist in improvement delivery.
- e) CNPA has a Volunteer Ranger team, comprising 38 Volunteer Rangers. Equalities data of this team is set out in Appendix 2. We directly recruit and train the Volunteer Rangers for whom we have direct responsibility. In addition, from 2017 to date, 255 people have been involved with Volunteer Cairngorms in some way. Of these, 69 would be categorised as “hard to reach” by our funders – i.e. they identify with one or more of the following characteristics:
 - i. Those earning less than £15,000/year
 - ii. Being a carer
 - iii. Being a young person (21 or under)
 - iv. Being elderly (70 or over)
 - v. Living with a disability
 - vi. Being a member of the BME community

Staff Engagement

55. 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. 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. Analysis of the last few year’s data has also highlighted that our workforce is not as diverse as it should be, and has informed an Outcome of our 2021 – 2024 Equality Outcomes: **“Our workforce will become more diverse. We will have more women in senior positions in the organisation, and will have an increased number of minority staff working for us (specifically with relation to sexual orientation, disability and ethnicity).”** 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 2019, which assesses staff

engagement across 8 factors – My Manager, Leadership, My Company, Personal Growth, My Team, Fair Deal, Wellbeing, Giving Something Back. The analysis of survey results informs the emerging and evolving Organisational Development Strategy for the next 18 months. Wellbeing has consistently been identified as a “shadow” area (i.e. area for improvement) and as a result a number of interventions have been implemented to address staff well-being, including NHS Health Checks; a Wall of Wellbeing 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 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; and involvement as board members on community enterprises and charitable trusts.

- e) During the COVID-19 pandemic, we have conducted two staff surveys and several virtual staff drop-in sessions to assess initially how staff were coping with working from home and what their resource needs were to support this, and then to assess how staff were managing with the on-going home working situation, and what their views were with regards post-COVID remote working. Wellbeing again came up as an issue for many staff, and as a result a number of initiatives were implemented to support staff wellbeing, including:
- i. We recruited an HR Intern, whose primary role is as the Wellbeing Champion, tasked with developing and delivering an enhanced package of wellbeing support. This was the first time we ever identified a role as such, but the staff surveys highlighted the need for dedicated wellbeing support.
 - ii. Throughout the lockdown, staff have received a weekly “Wellbeing Wednesday” e-mail, which sign posts people to various support tools; highlights national and local health campaigns; and provides the forum for suggestions from staff for other ways of supporting each other. Whilst this doesn’t quite replicate the “Wall of Wellbeing”, it has nevertheless been very well received and has generated a lot of enthusiasm and connectivity between staff, many of who are at risk of feeling isolated as we continue to work from home.
 - iii. We have identified a virtual meeting “room” which is open at all times for staff to pop in for a chat with whomever else may be in the room. This is an attempt to replicate in a virtual environment the “water cooler” conversations that happen in an office environment.
 - iv. Most teams continue to have weekly virtual coffee meetings
 - v. All line managers have received virtual training on how to manage effectively in a virtual environment, and this has had a noticeably positive effect across many teams.
 - vi. We have collaborated with a local Movement Psychotherapist to deliver the “Breathe to Work” programme which is a bespoke 4-week programme to deliver resilience and wellness at work.
 - vii. We have delivered a fully subsidised weekly virtual yoga class.

- viii. We have run several remote “pub quizzes” to provide a social environment for staff to connect with each other
 - ix. Staff have been invited and supported to lead virtual “workshop” meetings during their lunchbreaks – e.g. we have set up a virtual book club, and are looking to establishing a virtual creativity hub.
 - x. We are supporting staff to work their contractual hours at times over the 7-day week that best suit their personal circumstances – for some staff this means taking off a few hours during the day to make the most of daylight hours, then working when it starts to get dark.
 - xi. A Home-schooling Parents Support Group was established for staff who were home-schooling during the pandemic so they could reach out to each other for guidance and support.
- f) 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.
 - g) In 2020, we developed and adopted a Domestic Abuse Policy which outlines how from an employment perspective CNPA will support staff experiencing Domestic Abuse and is supported by other HR and health and safety policies all of which are underpinned by a commitment to staff safety and equality. This policy applies to all staff irrespective of age, gender, race, religion or sexual orientation.
 - h) In 2019, and again in 2020, CNPA was shortlisted as a finalist in the Top Employers for Working Families awards. These are business awards run by Family Friendly Working Scotland which celebrate forward-thinking employers that have created a flexible, family friendly working culture. We did not win the award in either year, but it was a huge accolade to even make the short list, and in 2019, we won a special “Highly Commended” award.
 - i) In 2021, CNPA won the accolade of being identified in the top 10 Flexible Organisations in Scotland (Flexibility Works Awards), which provided formal recognition of the suite of policies and procedures the Authority has in place to support staff working flexibly.

Non Departmental Public Body (NDPB) Equality Forum

56. 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

57. 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, and has engaged its staff focus groups in equalities themes, including intersectionality.

Highlands and Islands Equality and Diversity Partnership

58. 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

59. 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.
60. 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

61. We have revised our Project Management processes, and 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

62. 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 funding decisions.
 - 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 formally incorporated as a registered charity, known as The Cairngorms Local Action Group Trust (The Cairngorms Trust) with a range of public benefits set out in its constitution.
- h) The Cairngorms Trust has twelve trustees, one appointed from the CNPA board, one a representative of the CNPA. Currently there are three females and nine males on the board of trustees. The last two trustees to join the board were both female. Both the Cairngorms Trust and LEADER staff are all female. Three work part time and one full time.
- i) The Cairngorms Trust has an equalities representative nominated by our board of trustees. Currently we are in discussion with Backbone regarding increasing diversity as we are developing the Cairngorms Trust.
- j) Funding opportunities through the Cairngorms Trust are opened when the board of trustees are comfortable with the funds available. The trust actively encourages applications from “hard to reach” groups. We have incorporated equality considerations into the standard terms and conditions of letters of offer.
- k) The Cairngorms Green Recovery Fund is a partnership between the CNPA and The Cairngorms Trust and aims to support the recovery of the Cairngorms economy from the widespread impacts of COVID 19, while protecting and enhancing the natural environment and seeking to address the ongoing impacts of climate change. The Fund was first established in 2020 and has been re-developed in 2021 with significantly enhanced funding (£300k). Applications are encouraged from all groups and the decision making panel are very aware of equality principles.

Corporate Communications

63. 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. We seek to include a diverse range of stakeholders (from a wide variety of backgrounds) in the photography and video footage that accompanies these publications.
- 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. A programme of user testing and access audit activity has been commissioned for later in 2021.

- c) All CNPA publications have been made more searchable on the website. Advice and guidance has been produced for colleagues across the organisation on creating accessible pdfs.
- d) All public meetings are held in accessible locations and meeting notices offer support for special needs such as hearing loops on request. During the pandemic, we have been increasing the use of digital technology to broadcast meetings online, removing barriers to access.
- 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

- 64. 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.
- 65. 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.
- 66. 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

- 67. The Statutory functions we deliver are Planning and Outdoor Access.

Planning Service

- 68. 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 and reviewed in 2021, setting out customer service standards including commitments to be open and engaging.

We have planning policies in place to guide development and land use in a way that addresses identified equalities issues. For example in 2021 we adopted a new Local Development Plan which significantly enhanced the requirement for affordable housing in four communities to 45% (national benchmark in the rest of Scotland is 25%).

- b) An online “E-planning” process for planning applications has been implemented to encourage wider participation in planning.
- c) We encourage citizens who are in support of, or objecting to, planning applications to speak at Committee meetings so that their views are heard directly as part of making decisions. This practice is not common with other planning authorities.
- d) 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.
- e) During early 2021, we undertook a project with the Cairngorms Youth Action Team to encourage participation in and understanding of the planning process. A staff member created a map of the Cairngorms National Park for the popular online game and learning environment Minecraft, and the Youth Action Team members who participated undertook a series of activities within that environment. They had to make decisions about planning, the place they were in; how they used resources and changed the landscape and discussed the implications of their activity and what rules or policy choices they might apply to prevent harm.

Recreation and Outdoor Access

69. As the designated Outdoor 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) and access rights are upheld;
 - d) Local Outdoor Access Forum (LOAF) meetings are held in accessible venues; and
 - e) LOAF membership represents a wide range of stakeholder interests including land managers, recreational users, communities and wider inclusion/accessibility interests.

Key outdoor access initiatives

70. The Speyside Way has now been fully extended from Aviemore to Newtonmore. On and off-road signage improvements are planned for completion in Summer 2021. Work is also ongoing to improve path surface and signage on the existing route.
71. A number of CNPA financial grants were made to communities, land managers and third sector organisations to improve access and promote active lifestyles.
- a) **Alzheimer Scotland** was grant funded to develop an Outdoor Dementia Friendly Activity Resource Centre at Badaguish.

- b) **Cairngorms Trust** was grant funded to further develop an Active Cairngorms ebike Project in Badenoch and Strathspey for which the Trust had secured LEADER funding to lead a project focused on improving public health and active travel for local residents.
 - c) **Seafield Estate** was grant funded to install high specification pedestrian gates around Carrbridge to improve accessibility to popular local paths.
 - d) Ballater Royal Deeside was grant funded to improve signage on the local path network. The project is due for completion by June 2021.
 - e) **Carrbridge Community Council** received a grant towards inspection of a key suspension bridge being central to the local path network and also one of the CNPA listed 'Paths with Easy Access'.
 - f) A grant has been offered to **Newtonmore Community Woodland and Development Trust** towards matching Paths for All funds for repair of a local path subject to flood damage.
72. Following objections by CNPA and Highland Council to A9 Dualling proposals between Aviemore and Carrbridge due to lack of NMU both partners are now working with Transport Scotland on a preferred multiuse path route to be determined summer 2021. 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.
73. CNPA has submitted an ambitious £3.8m development funding bid to The National Lottery: Heritage Horizons Fund. The *People and Nature Thriving Together* programme will address the climate, human and ecological health emergencies. Included in the application is plans to further develop off road non-motorised routes, cycle friendly roads, sustainable transport improvements, ebike networks and '20-minute neighbourhood' designs that make active travel between communities in the National Park safe and easy for both residents and visitors. The CNPA Equalities Panel was consulted throughout the application process and will continue to act as key delivery partners if the application is successful.
74. Dulnain Bridge community has received Sustrans active travel grant and Distillery support to fully fund an NMU link from Grantown on Spey to Dulnain and subject to planning consent construction is likely in 2022.
75. Kingussie community have received Sustrans active travel to improve the village centre design both celebrating active travel and providing information on Speyside Way and NCN7. Grantown on Spey and Laggan community has also received Sustrans active travel grant for stage one designs
76. Community path leaflets have been developed for 17 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 2021 will make the leaflets and maps accessible online and on mobile devices.

77. Thirteen 'Wee Walk' route cards have also been developed for key access routes in communities that are actively promoted to encourage daily exercise.
78. 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.
79. There are 14 Active Health Walks in the Park led by over 40 volunteer walk leaders.
 - a) Health walk leaders have participated in dementia friendly walk leader training and the Nethy Bridge group successfully gained Dementia Friendly Accreditation.
 - b) Pre COVID over 140 individuals per week walked as part of a Health Walk in the Park.
 - c) Currently 8 Health Walks have successfully resumed with around 100 individuals walking per week. It is hoped that the other groups will resume in the near future.
 - d) We are working with Green Health NHS Highland to address COVID impacts and widening reach to new priority groups in Badenoch & Strathspey. The training and participation has been coordinated by the Senior Development Officer for Green Health, NHS Highland on behalf of the community groups and organisations who wish to access it and with input and ongoing support from the CNPA Health and Wellbeing Coordinator.
80. CNPA Outdoor Access Staff continue to advise and promote nationally accredited design guidance to path builders and developers.

Gathering Evidence

81. 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 2020 which captured data across a range of protected characteristics. The information gathered has informed the Equality Outcomes.
 - c) The Cairngorms Nature Big Weekend festival, which is run annually. Data helps identify which groups are being missed so that future promotion can target those groups.
 - 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.
82. 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 was that more equality groups will participate in CNPA led consultation and engagement. The associated action plan included 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

83. 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.

Part 3: Our Staff

Employee Data

84. As an employer, staff numbers have varied between 64 and 78 over the last 4 years.
85. 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 same 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.
86. 69.3% of staff responded to the 2020 survey (52 out of 77), and 89.47% of board members responded (17 out of 19). In February 2021, the response rate was 74.03% (i.e. 57 out of 77 staff responded) for staff and 94.74% (18 out of 19 Members) for Board Members. These high levels of response rates indicates good engagement with equalities reporting.
87. Whilst the information (presented in appendix 2) was very welcome, the usefulness of the data is constrained due to the fact it was provided anonymously. The Human Resources department is in the process of upgrading the HR database, and are hopeful that the upgrades may present opportunities for staff to self-populate their equalities details in a way that is known only to the HR team. This will help with accurate occupational segregation reporting, as well as providing more accurate and up to date information that might facilitate suitable interventions for support. 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.
88. Key employee information extracted from the most recent (2021) survey is as follows:
- a) 47% of our staff are in the 45 - 54 age category; 22% are in the 35 - 44 category, but only 10% are in the 18 – 34 age category. The Youth Employment Strategy has helped to increase the number of young employees, and we intend to continue to allocate 1 x FTE in our staff structure to a modern apprenticeship post.
 - b) 5% 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 from those with a disability.
 - c) The significant majority of staff identify as heterosexual, and some of those who are not, are not comfortable with being open about their sexuality at work. This will be explored further as we focus on our 2021 – 2024 Equality Outcomes.
 - d) 48.21% identify themselves as White British and 44.64% identify themselves as White Scottish. We do not currently have any staff who completed this survey who 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.

- e) 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.
- f) Our Equal Pay Audit (1st April 2021) identified that our organisation comprised 60% female and 40% male staff.

89. The information gathered from our Equality Monitoring surveys is evidence to support the 2021 – 2024 outcome of: **“Our workforce will become more diverse. We will have more women in senior positions in the organisation, and will have an increased number of minority staff working for us (specifically with relation to sexual orientation, disability and ethnicity).”**

Recruitment

90. 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.
91. 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

92. 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 2019 and 2020 is presented in Appendix 2.

Gender statistics

93. In 2019 a total of 15 posts were recruited and 12 were appointed. All posts were advertised internally in the first instance. There were 11 internal applicants with 3 internal appointments. Of the 11 applicants, 7 were female, and 2 of the 3 internal appointments were a female.
94. In 2019, of a total of 112 external applicants there were 24 (21%) male applicants and 42 (38%) female, with 46 not disclosing. Of the 10 posts appointed through the external round, 5 (50%) were male and 5 (50%) female.
95. In 2020 a total of 21 posts were recruited and 20 were appointed. All posts were advertised internally in the first instance. There were 13 internal applicants with 4

internal appointments. Of the 13 applicants, 5 were female, and of the 4 internal appointments, 2 were female.

96. In 2020, of a total of 477 external applicants there were 232 (49%) male applicants and 235 (49%) female, with 10 not disclosing. Of the 17 posts appointed through the external round, 8 (47%) were male and 9 (53%) female.

Other points to note

97. In 2019, of the total external applicants, only 4% of applicants identified as having a disability, with 2% identifying as an ethnic minority.
98. In 2020, of the total external applicants, 5% identified as having a disability, 1% identifying as an ethnic minority.
99. There were very low numbers of applicants identifying as LGTBQ+.
100. Clearly there is work to be done to attract more applicants from the BME and LGTBQ+ communities, as well as those with a disability

Flexible Working

101. 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 4 years, 3 members of staff (2 female and 1 male) have formally applied through the Flexible Working Request for reductions to their hours, and these applications were approved. Several staff also requested minor alterations to their contractual hours without going the formal FWR route, and these changes were implemented by agreement with HR and management. Since March 2020, 100% of our staff have worked remotely as a result of the Covid-19 pandemic, and we are currently considering permanent changes to our flexible working policies going forward.
102. In 2021, CNPA won the accolade of being identified as one of “Scotland’s Top 10 Flexible Employers” at the Flexibility Works Employer Awards, which provided formal recognition of the suite of policies and procedures it has in place to support staff working flexibly.

Maternity Leave

103. Since 2017, four female members of staff were 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

104. Since 2017, 5 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.

Shared Parental Leave

105. 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

106. 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. Our equal pay policy statement is set out in Appendix 3.
107. 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 avoid this type of discrimination.
108. An Equal Pay Audit is conducted annually, the most recent being calculated on the basis of a snapshot of staff data as at 1st April 2021. The full audit can be found in Appendix 4.
109. Highlights:
- a) The mean gender pay gap for 2021 was 17.44% (It was 17.92% in 2020; 19.25% in 2019; 20.20% in 2018; and 21.47% in 2017). The gender pay gap has been coming down each year for the last 5 years, so whilst the pay gap is still higher than the national average, the work to reduce the pay gap is clearly having an impact.
 - b) The gender pay gap for part-time staff is -5.62%, which is a significant improvement on the 2020 figure of 20.23%.
 - c) The female average salary is higher than the male in most grades (band C, D & F); and only lower than the male average in one grade (band E).
 - d) Band D, the largest band, with 31 staff, comprising 22 female staff and 9 male staff has a gender pay gap of -2.5%.
 - e) The middle management grade E has a gender pay gap of 4.65%, with 6 female staff and 5 male staff in the band.
 - f) Of the lower graded bands A to C, there is a zero pay gap at bands B and B1, and a -12.31% pay gap at band C.
110. Shadows (areas requiring improvement):
- a) The full-time gender pay gap is 20.14%.
 - b) The highest paid grade (band G) comprises only male staff.

- c) The senior management team (bands F, G and CEO) of 11 managers comprises only one female.
- d) Of the 22 management posts (bands E to G + CEO), 7 (32%) are female.

Occupational Segregation

By Gender

- 111. Using the gender pay gap data, we identified that the gender split is 60% female and 40% male. There are some notable issues as highlighted in the gender pay gap analysis above; gender breakdown is more pronounced between the upper and lower sections of the grading structure; the executive management team of 4 officers is entirely male; 29% of the total male staff in the organisation is in the Senior Management Team compared to just 2% of total female staff represented in these grades; the lowest paid band A is entirely male with band B being 100% female.

By Race

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

By Disability

- 113. The numbers of staff identifying as having a disability is very small, which makes it difficult to come to any real conclusions.
- 114. 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?

- 115. 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.
- 116. To counter these, the following “highlights” are noted:
 - a) The higher number of female applicants and appointments.
 - b) The increasing number of internal candidates for recruitment.
 - c) The increasing numbers of female staff in the middle management band E level, and policy officer band D level.
- 117. In terms of context, we should highlight that financial constraints on the organisation have resulted in only one appointment 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 (it should be noted that there is no link between these resignations and the gender pay gap).
- 118. A number of actions have been implemented to deliver Outcome 1 of the Equalities Outcomes (2017 – 2020) 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.

119. 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 four years, we have developed more part time or job share roles, and interestingly the specific cases in the last 4 years have involved only female appointments.

Part 4: Equality Outcomes

Equality Outcomes 2017 – 2020

120. The focus of the 2017 - 2020 Equalities Outcomes was on 3 specific outcomes, set out below. The table indicates the outcome, and evidence to support the outcome.

Outcome 1: Ensure a gender balance in senior management positions

Issues/Opportunity for Promoting Equality	Evidence to Back This Up
<ol style="list-style-type: none"> 1. Fewer women in senior and management roles in the organisation; 2. Lower engagement by women with regards leadership. 3. Staff gender composition does not reflect the Board composition, which is almost 50:50. 	<ol style="list-style-type: none"> a) Gender Pay gap figure (21.47%), which is above the Scottish National pay gap of 15%. b) Employee data - (50% staff are women, yet only 25% of staff in bands E – G (the senior management grades) are women, with significantly more women (85%) in the lower paid grades A – C). c) Best Companies Staff Engagement Survey results. d) Exit interviews suggest perceived gender bias in terms of opportunities for advancement. e) Focus groups with representative equality group.

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

Issues/Opportunity for Promoting Equality	Evidence to Back This Up
<ol style="list-style-type: none"> 1. Promotion of the National Park is one of the barriers to attracting disabled visitors, black and ethnic minorities and young people and potentially other equality groups. 2. Cost of transportation is another barrier. 	<ol style="list-style-type: none"> a) 11 million (17%) disabled people in Britain (Source: Prime Minister’s Strategy Unit) yet CNP attracts only 9% disabled visitors (Source CNP Visitor Survey 2020). b) Data is less reliable for black and ethnic minorities but indicates 2.4% of visitors compare with a national average of 4%. c) Information on social grade indicates that CNP attracts a lower percentage of lower socio economic grades. 30% of visitors to CNP are C2, D, E compared with national average of 47% (Source CNP Visitor Survey 2020 and UK Census 2011).

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

Issues/Opportunity for Promoting Equality	Evidence to Back This Up
1. Key advisory groups and forums in the CNP attract the ‘usual suspects’ and can result in a lack of diversity of views and opinion. 2. Under representation in consultation and engagement exercises of hard to reach groups (e.g. under 35 year olds, women, minority groups etc.). 3. Equalities not effectively monitored during engagement exercises. 4. Online opportunity to expand reach by interest/sector/ geographic area/ age/minority groups.	a) Forum Members: 35% female. b) Cairngorms Deer Advisory Group and Cairngorms Nature Strategy Group: 11% female. c) Stakeholder List: 28% female (none under 35 or from minority groups). d) No specific information collected on equality and demographics during recent consultation and engagement exercises.

Headline Highlights of Outcomes 2017-2020

121. We have demonstrated from the detail provided in part 2 of this Mainstreaming Report that we have made significant progress in delivering these Equality Outcomes. The full action plan is set out in Appendix 6, and contains updated details of progress of delivery, but the headline highlights are as follows:

Outcome 1: Ensure a gender balance in senior management positions

122. One of the main targets was “At least 50% applicants for senior/managerial positions are women”.

123. The table below identifies the number of management posts recruited over the last 4 years, and applicant and appointment details:

Year	Number of Management Posts recruited	Applicant details			Appointment details		Comments
		Total # applicants	Male	Female	Male	Female	
2017	2	56	32	24	1	1	42% female applicants. 50% female appointments
2018	4	20	10	10	1	3	50% female applicants 75% female appointments
2019	2	4	2	2	1	1	50% female applicants 50% female appointments
2020	1	54	26	28	1		52% female applicants 0% female appointments

124. In the last 3 years, female applicants met the target of 50%. This target was not met in the first year of reporting (2017), but the gradual increase in female applicants to 52% in 2020 would suggest that the actions implemented to address the outcome are beginning to have a positive impact. However, as the gender pay gap information

highlights, whilst there are more female managers at middle management level, there are still too few at senior management level. As such, over the next four years, we will continue to focus attention on overall diversity of our workforce, including a continued focus to increase female representation at senior management.

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

- 125. One of the main targets was “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%”. In addition, “Increase the proportion of BME visitors from 1% to 2%”.
- 126. CNPA commission a year-long visitor survey every 5 years to gather data on visitor demographics, activities and perceptions. The most recent survey ran from May 2019 until the Covid-19 pandemic brought fieldwork to a slightly early halt in March 2020. Included in the survey are questions about health, ethnicity and socio-economic status.

Health and Disability

- 127. There was an increase in the percentage of people who said there was someone in their party with a health condition or disability. This increased to 9%, so whilst not fully achieving the targeted 10%, came pretty close.
- 128. The most common health condition was a mobility issue and there was an increase in those with mental health issues or learning disabilities, and a large increase in ‘other’ health conditions which included heart conditions, diabetes and cancer.

Could you tell me whether you or any of the people in your group have a long term health condition or disability that affects your / their day to day activities?

	2019/20	2014/15
Yes	9%	7%
No	91%	92%
Prefer not to say	1%	1%

How would you class this disability or long term health condition?

	2019/20	2014/15
Mobility	51%	84%
Sensory	7%	8%
Mental health	6%	1%
Learning disability	4%	1%
Other	27%	12%
Prefer not to say	5%	1%

Ethnicity

- 129. The percentage of visitors from BME backgrounds more than doubled compared with the previous survey, albeit from a low base. As before, the majority of BME visitors said they belonged to Asian or Asian Scottish/British groups. The target of 2% was achieved, but we recognize there is still much more to done in this area.

Which of these groups do you consider you belong to?

	2019/20	2014/15
White	96.9%	96.5%
Black & Minority Ethnic / Other	2.4%	1.0%
Prefer not to say	0.6%	2.4%

Breakdown of BME/Other

	2019/20	2014/15
Asian; Asian Scottish/British	60%	58%
Black; Black Scottish/British	4%	4%
Mixed; Other	36%	38%

Socio-Economic Group

130. In terms of Socio-Economic group, there was a notable increase in those from C2DE backgrounds, but the majority of our visitors continue to fall into the ABCI category.

What is the occupation of the chief income earner in the household?
(translated to NRS social group)

	2019/20	2014/15
AB	34%	30%
CI	36%	45%
C2	20%	15%
D	7%	3%
E	3%	6%

131. So the proportion of C2DE visitors was 30%, which was above the target of 25%. However, this is still below the national target of 47%, and therefore this will continue to remain a focus of the forthcoming Equality Outcomes.

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

132. One of the targets was “10% increase in women and under 35 year olds involved in groups and forums”.
133. We recognized that one of the issues was that there was very little baseline data. As a result, in 2019 we conducted an equalities survey of CNPA led stakeholder forums and groups. This survey showed that 16.14% of those involved were under 45 years of age, and that 3.7% of those involved are from a non-white ethnic background. 52% identified as male with 42% identifying as female.
134. We also gathered equalities data in 2019 of consultees to the proposed Local Development Plan. Unfortunately, of the 208 respondents, only 32 (15%) were willing to complete the equalities survey, this being a voluntary choice. Of the 32, 56% were male and 40% were female; only 12% were under the age of 45 (3% under the age of 35); and 6% identified as having a disability. Ethnicity was not identified. Now that we have the baseline data, it is clear that there is still work to be done to

ensure that more equality groups participate in our consultations and this outcome will therefore continue for the next four years.

Equality Outcomes 2021 - 2024

- I35. Although a significant amount of work was undertaken and progress made across all the outcomes, clearly there is more to be done going forward. We believe that over time we will make greater improvements for our service users, the public and our staff and it is important that this work continues. Over the last few years we have gathered evidence from internal data and engagement with staff and equality groups to support the identification of four outcomes which is where we will focus our attention over the next 4 years. These outcomes have been designed to be challenging and reflective of our wider ambition.
- I36. The detailed action plan setting out how we are going to deliver these outcomes is contained in Appendix 7.
- I37. **Outcome 1: - Our workforce will become more diverse. We will have more women in senior positions in the organisation, and will have an increased number of minority staff working for us (specifically with relation to sexual orientation, disability and ethnicity). Led by the Head of Organisational Development.**
- I38. Evidence:
- a) Staff equality data indicates that our workforce is typically white, Scottish. Average age is 45 - 54. Very low/no indication of ethnic minorities, very low numbers identify as LGTBQ+ with 92% identifying as heterosexual, 94% do not have a disability.
 - b) Recruitments stats indicate a balance of female and male applicants, no transgender applicants, very few applicants in the 55 + age category, significantly low numbers of applicants with a disability, majority are unmarried, majority identify no religion, significant majority are heterosexual, white Scottish.
- I39. **Outcome 2: - Promoting and celebrating a National Park for All Visitors (led by Head of Visitor Services):**
- a) Current UK data indicates a national social split ABC1 53% C2DE 47% but the recent visitor survey data for CNP (as set out above) indicates fewer, but increasing numbers, of visitors from the lower economic brackets of society.
 - b) This data also indicates CNP receives fewer, but again increasing, visitors from black and ethnic minority groups than the national average. Cairngorms National Park data collected from 5 yearly, 12 month visitor survey conducting 2,500 face to face interviews around the National Park –
- I40. **Outcome 3: - Ensuring and enhancing more inclusive access to nature (led by Head of Conservation)**
- I41. Evidence of need:
- a) Anecdotal evidence and feedback from providers indicate that attendance at nature-based activities and events, biological recording and conservation

volunteering typically has little representation from BME communities, people with mental and physical health disabilities and those in the socio-economic brackets C2/ D/ E

- b) None of our Volunteer Rangers identify as an ethnic minority, 2% identify with a disability, and more than 50% have household incomes above £25k
- c) Data gathered at Cairngorms Nature BIG Weekend events is very limited. No respondents identify themselves as from BME communities, 7.2% consider themselves disabled, half of whom consider their disability being mental health. There is no data on sexual orientation, socio-economic classification.

142. **Outcome 4: More equality groups participate in CNPA led consultations and stakeholder forums/groups to influence decisions made in relation to the management of the Cairngorms National Park (led by Head of Communications)**

143. Evidence of need:

- a) 2019 equalities survey of CNPA led stakeholder forums & groups showed 16.14% of those involved were under 45 years of age
- a) 2019 equalities survey of CNPA led stakeholder forums & groups showed 3.7% of those involved were from a non-white ethnic background
- b) LDP Consultation Equality Data – of those who completed the equalities questionnaire, 40% were female, 6% had a disability and only 3% were under the age of 35

Part 5: What Next...

144. 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.
145. We encourage you to let us know how we are doing and how we can do even better.
146. If you have any comments or queries about any matters raised in this report, please contact:

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

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Part 6: Appendices

Appendix I – Legal Context

1. The 2010 Equality Act draws much of its meaning and authority from the three general duties at its core. These say that public bodies must have due regard to the need to:
 - a) Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
 - b) Advance equality of opportunity between people who share a protected characteristic and those who do not; and
 - c) Foster good relations between people who share a protected characteristic and those who do not.

2. In Scotland the Equality Act was followed by additional duties that applied to public bodies, known as the specific duties, or Public Sector Equality Duties. So, in Scotland we demonstrate what we have been doing to take account of the General Duty by the following:
 - a) Reporting on mainstreaming the equality duty and publishing progress every two years;
 - b) Publishing equality outcomes every four years and reporting progress every two years;
 - c) Assessing and reviewing our policies and practices;
 - d) Gathering and using employee information;
 - e) Publishing our gender, race and disability pay gap information;
 - f) Publishing statements on equal pay;
 - g) Consider award criteria and conditions in relation to public procurement; and
 - h) Publishing reports in a manner that is accessible.

3. The protected Characteristics under the Equality Act 2010 are:
 - a) Race;
 - b) Sex;
 - c) Age;
 - d) Disability;
 - e) Sexual orientation;
 - f) Religion and belief;
 - g) Gender re-assignment;
 - h) Marriage and civil partnership; and
 - i) Pregnancy and maternity

4. The Equality Act (Specific Duties) (Scotland) Amendment Regulations 2016 require us as an organisation to set out how we will improve the diversity of our Board through effective succession planning. Although we don't appoint our own Board, we have a key role in working with Scottish Government to help broaden the diversity of candidates. We also have a duty to report the gender make-up of the Board and this will extend over time to include some of the other protected characteristics.

Appendix 2 – CNPA: Staff and Board Equalities Survey

Staff Equalities Survey 2020

- I. The following survey was sent to 75 members of the CNPA Staff; 52 people completed it. This is a return of 69.3%.

** indicates the result was 5 or less*

Age	
16 – 24	*
25 – 34	6
35 – 44	16
45 – 54	21
55 – 64	6
65 – 74	*
Prefer not to say	0
What is your Religion or belief?	
Buddhist	*
Church of Scotland	7
Hindu	0
Jewish	0
Muslim	0
Roman Catholic	*
Other Christian	6
Other Religion or Belief	0
Sikh	0
None	36
Prefer not to say	0
Do you consider yourself to have a disability?	
Yes	*
No	49
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):	*
Long standing illness or health condition (cancer, HIV, diabetes, chronic heart disease or epilepsy)	0
Mental health condition	0
Physical impairment (mobility issues, using arms, wheelchair user, on crutches)	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	31
Male	21

Non-binary	0
Prefer not to say	0
Have you ever identified as transgender?	
Yes	0
No	52
Prefer not to say	*
Which of the following best describes you?	
Bisexual	*
Gay Man	0
Gay woman / Lesbian	*
Heterosexual / Straight	48
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	*
Partially	0
No	0
Prefer not to say	0
With colleagues	
Yes	*
Partially	*
No	0
Prefer not to say	0
With your line manager	
Yes	*
Partially	0
No	*
Prefer not to say	0
At work generally	
Yes	*
Partially	*
No	0
Prefer not to say	0
Which of the following best describes your current marital status?	
Married	33
Civil Partnership	0
Partnership	9
Separated	0
Divorced	*

Single	7
Widowed	*
Prefer not to say	*
Which of the following best describes your caring responsibilities?	
None	20
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	6
Prefer not to say	*
What do you feel is your national identity?	
British	20
English	0
Northern Irish	0
Scottish	27
Welsh	*
Other	0*
Which ethnic group do you most identify with? <i>(there were many categories against which to report, but detailed below are just those that were ticked)</i>	
White British	23
White Scottish	26
White Welsh	*
Any other White background	*
Prefer not to say	0
Please indicate which Directorate you work in	
Conservation and Visitor Experience	21
Corporate Services (inc. Communications and Engagement)	21
Planning and Rural Development	9
Prefer not to say	*

CNPA: Staff Equalities Survey 2021

2. The following survey was sent to 77 members of staff; 57 people completed it. This is a return of 74.03%

*** indicates the result was 5 or less**

Age	
16 – 24	*
25 – 34	*
35 – 44	13
45 – 54	27
55 – 64	8
65 – 74	*
Prefer not to say	*

What is your Religion or belief?	
No religious affiliation	29
Atheist	*
Agnostic	0
Baha'i	*
Christian	19
Esoteric Tradition	0
Hindu	0
Humanist	*
Jewish	0
Muslim	0
Pagan	0
Rastafari	0
Sikh	0
Other	*
Prefer not to say	*
Do you consider yourself to have a disability?	
Yes	*
No	53
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):	*
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)	*
Other Condition	0
What was your sex assigned at birth?	
Female	37
Male	19
Intersex	0
I prefer a term not listed	0
Prefer not to say	0
How do you currently identify your gender?	
Same as assigned at birth	56
Trans woman	0
Trans man	0
Non binary	0
Agender / gender neutral	0
I prefer a term not listed	0
Prefer not to say	0
How would you describe your sexual orientation?	
Asexual / aromantic	0

Bi, pan or polysexual	*
Gay, lesbian or homosexual	*
Heterosexual	52
Multiple identities	0
I prefer a term not listed	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	*
Partially	0
No	*
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	40
Civil Partnership	0
Partnership	9
Separated	*
Divorced	*
Ex Civil Partnership	0
Single	*
Widowed	0
I prefer to self-describe	0
Prefer not to say	*
Which of the following best describes your caring responsibilities?	
None	20
Primary carer of a disabled adult (18 and over)	*
Primary carer of a child/children (under 18)	29

Primary carer of an older person (65 and over)	*
Primary carer of a disabled child/children (under 18)	*
Secondary carer	*
I prefer to self-describe	*
Prefer not to say	0
What do you feel is your national identity?	
British	25
English	0
Northern Irish	*
Scottish	29
Welsh	*
Other (please specify)	0
Which ethnic group do you most identify with? <i>(there were many categories against which to report, but detailed below are just those that were ticked)</i>	
White British	27
White English	*
White Northern Irish	*
White Scottish	25
White Welsh	*
Prefer not to say	*
Please indicate which Directorate you work in:	
Conservation and Visitor Experience	23
Corporate Services (inc. Communications and Engagement)	17
Planning and Rural Development	12
Prefer not to say	*

CNPA: Board Member Equalities Survey 2020

3. The following survey was sent to 19 members of CNPA Board members; 17 people completed it. This is a return of 89.47%.

*** indicates the result was 5 or less**

Age	
16 – 24	0
25 – 34	*
35 – 44	0
45 – 54	*
55 – 64	11
65 – 74	*
Prefer not to say	0
What is your Religion or belief?	
Buddhist	0
Church of Scotland	6
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	15
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)	*
Mental health condition	0
Physical impairment (mobility issues, using arms, wheelchair user, on crutches)	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	10
Male	6
Prefer not to say	0
Have you ever identified as transgender?	
Yes	0
No	16
Prefer not to say	0
Which of the following best describes you?	
Bisexual	0
Gay Man	0
Gay woman / Lesbian	0
Heterosexual / Straight	15
Not sure	0
Other	*
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	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	13
Civil Partnership	0
Partnership	0
Separated	*
Divorced	*
Ex Civil Partner	0
Single	*
Widowed	0
Prefer not to say	0
Which of the following best describes your caring responsibilities?	
None	10
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	10
English	0
Northern Irish	0
Scottish	6
Welsh	0
Other (please specify)	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	9
White Scottish	7
Prefer not to say	0

CNPA: Board Member Equalities Survey 2021

4. The following survey was sent to 19 members of CNPA Board members; 18 people completed it. This is a return of 94.74%

** indicates the result was 5 or less*

Age	
16 – 24	0
25 – 34	0
35 – 44	0
45 – 54	*
55 – 64	10
65 – 74	*
Prefer not to say	*
What is your Religion or belief?	
No religious affiliation	*
Atheist	*
Agnostic	0
Baha'i	0
Christian	7
Esoteric Tradition	0
Hindu	0
Humanist	0
Jewish	0
Muslim	0
Pagan	0
Rastafari	0
Sikh	0
Other	*
Prefer not to say	*
Do you consider yourself to have a disability?	
Yes	*
No	15
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):	*
Long standing illness or health condition (cancer, HIV, diabetes, chronic heart disease or epilepsy)	0
Mental health condition	0

Physical impairment (mobility issues, using arms, wheelchair user, on crutches)	0
Other Condition	0
What was your sex assigned at birth?	
Female	9
Male	6
Intersex	0
I prefer a term not listed	0
Prefer not to say	*
How do you currently identify your gender?	
Same as assigned at birth	15
Trans woman	0
Trans man	0
Non binary	0
Agender / gender neutral	0
I prefer a term not listed	0
Prefer not to say	*
How would you describe your sexual orientation?	
Asexual / aromantic	0
Bi, pan or polysexual	0
Gay, lesbian or homosexual	0
Heterosexual	13
Multiple identities	0
I prefer a term not listed	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	*
Divorced	*
Ex Civil Partnership	0
Single	*
Widowed	0
I prefer to self-describe	0
Prefer not to say	*
Which of the following best describes your caring responsibilities?	
None	10
Primary carer of a disabled adult (18 and over)	*
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	*
I prefer to self-describe	0
Prefer not to say	*
What do you feel is your national identity?	
British	8
English	0
Northern Irish	0
Scottish	7
Welsh	0
Other (please specify)	*
Which ethnic group do you most identify with? <i>(there were many categories against which to report, but detailed below are just those that were ticked)</i>	
White British	7
White Scottish	7
Prefer not to say	*

Volunteer Rangers Equality Data:

- a) **Gender:** - 13 male; 25 female
- b) **Age:** - 9 age 20 – 34; 10 age 35 – 49; 11 aged 50 – 64
- c) **Employment Status:** 7 are self-employed; 16 are in full time employment; * are in part-time employment; * is in seasonal employment; * are seeking employment; * in formal training/education; 6 are retired; * on sabbatical.
- d) **Disability:** 35 do not identify as having a disability;
- e) **Household income:** * below £15k; 6 x £15k – 24,999; 10 x £25k - £35k; 10 x £35k+; 9 x prefer not to say; * unknown; and

- f) **Ethnicity:** 34 x White British; * x White Irish; * x Other White Background; * prefer not to say
 * **indicates the result was 5 or less**

Staff Recruitment and Retention Statistics

5. 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.

2019

6. In 2019, a total of 15 posts were advertised for recruitment; one post was not recruited and one post went forward to recruitment in 2020. There were 11 internal for 8 posts – 3 of these posts were filled by internal applicants; 10 posts were filled by external candidates and one went to external recruitment in 2020.

Internal Applicants

7. There were a total of 11 internal applicants. 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.

Internal Appointments

8. There were 3 posts which were filled by internal applicants. As the data recorded is 5 or less, the CNPA are not obliged to disclose the results.

External Recruitment

9. All external applicants complete a questionnaire that focuses on all the protected characteristics. The information held on external applicants for 2019 is as follows:
10. Total number of applicants was 112, of which 42 were female, 24 were male and 46 chose not to disclose.

* **indicates the result was 5 or less**

Age breakdown	
16 – 24	8
25 – 34	16
35 - 44	21
45 – 54	19
55 – 64	6
65 +	0
Blank / Choose not to disclose	42
Transgender	
Yes	0
No	68
Blank / Choose not to disclose	44
Disability	
Yes	*
No	67

Blank / Choose not to disclose	41
Marital status	
Married	25
Not Married	43
Civil Partnership	0
Blank / Choose not to disclose	44
Religion/Belief	
Buddhist	0
Church of England	*
Church of Scotland	8
Hindu	0
Jewish	0
Muslim	*
None	44
Other	0
Other Christian	*
Roman Catholic	7
Sikh	0
Blank / Choose not to disclose	44
Sexuality	
Bisexual	*
Gay/Lesbian	*
Heterosexual	59
Other	0
Blank / Choose not to disclose	49
Ethnicity <i>(there were many categories against which to report, but detailed below are just those that were ticked)</i>	
White Scottish	30
White English	14
White N Irish	*
White Welsh	*
Other British	10
Irish	*
Other White	*
Mixed or multiple	*
African	*
Other	*
Blank / Choose not to disclose	44

External Appointments

11. There were 10 posts appointed 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.

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

2020

13. In 2020, a total of 21 posts were advertised for recruitment; one post was not filled. There were internal applicants for 6 posts and 4 were appointed internally; the remaining 17 posts were filled by external candidates.

Internal Applicants

14. There was a total of 13 internal applicants for the 21 posts. 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.

Internal Appointments

15. There were 4 posts which were filled by internal applicants. As the data recorded is 5 or less, the CNPA are not obliged to disclose the results.

External Recruitment

16. All external applicants complete a questionnaire that focuses on all the protected characteristics. The information held on external applicants for 2020 is as follows:
- Total number of applicants was 477, of which 235 were female, 232 were male and 10 chose not to disclose.

** indicates the result was 5 or less*

Age breakdown	
16 – 24	113
25 – 34	184
35 - 44	80
45 – 54	61
55 – 64	23
65 +	*
Blank / Choose not to disclose	13
Transgender	
Yes	95
No	332
Blank / Choose not to disclose	50
Disability	
Yes	24
No	447
Blank / Choose not to disclose	6
Marital status	
Married	89
Not Married	324
Civil Partnership	11
Blank / Choose not to disclose	53
Religion/Belief	
Buddhist	*
Christian Protestant	32
Church of England	*
Church of Scotland	10

Hindu	*
Jewish	0
Muslim	*
None	328
Other	9
Other Christian	*
Roman Catholic	14
Sikh	0
Blank / Choose not to disclose	70
Sexuality	
Bisexual	16
Gay/Lesbian	15
Heterosexual	376
Other	*
Blank / Choose not to disclose	67
Ethnicity <i>(there were many categories against which to report, but detailed below are just those that were ticked)</i>	
White Scottish	251
White English	107
White N Irish	6
White Welsh	6
Other British	29
Irish	6
Polish	*
Other White	43
Mixed or multiple	*
Indian	*
Blank / Choose not to disclose	8

External Appointments

17. 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.
18. There are no trends in these statistics that are a cause of concern or indicate inequality in our policies and practices.

Staff Development Statistics

19. 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.
20. 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.

21. 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 2019

22. The data we already hold on staff training in 2019 can be reported as follows:
 a) 37 women and 27 men went on at least one training course in 2019. This represents 71.59% of the total number of staff employed in the year.

The age breakdown of staff who went on training was:

16 – 24	1
25 – 34	7
35 – 44	19
45 – 54	20
55 – 64	15
65+	2

23. The grade breakdown of training undertaken by staff in 2019 was as follows (with band A being the lowest grade/salary):

Band A	1 staff (16.67% of staff in grade)
Band A I	No staff in grade
Band B	5 staff (83.33% of staff in grade)
Band B I	2 staff (100% of staff in grade)
Band C	6 staff (60% of staff in grade)
Band C I	2 staff (100% of staff in grade)
Band D	27 staff (67.5% staff in grade)
Band E	10 staff (90.91% of staff in grade)
Band F	6 staff (85.71% of staff in grade)
Band G	3 staff (100% of staff in grade)
CEO	1 staff (100% of staff in grade)

24. The training was split over the Directorates as follows:

Corporate Services	21
Planning and Rural Development	14
Communications and Engagement	4
Conservation and Visitor Experience	24

Staff Development 2020

25. The data we already hold on staff training in 2020 can be reported as follows:
 a) 41 women and 28 men went on at least one training course in 2020. This represents 75.82% of the total number of staff employed in the year.

26. The age breakdown of staff who went on training was:

16 – 24	1
25 – 34	8

35 – 44	17
45 – 54	27
55 – 64	14
65+	2

27. The grade breakdown of training undertaken by staff in 2016 was as follows (with band A being the lowest grade/salary):

Band A	2 staff (33.33% of staff in grade)
Band A I	No staff in grade
Band B	5 staff (71.42% of staff in grade)
Band B I	9 staff (90% of staff in grade)
Band C	7 staff (70% of staff in grade)
Band C I	2 staff (100% of staff in grade)
Band D	27 staff (77.14% staff in grade)
Band E	9 staff (90% of staff in grade)
Band F	6 staff (85.71% of staff in grade)
Band G	2 staff (66.67% of staff in grade)
CEO	0 staff (0% of staff in grade)

28. The training was split over the Directorates as follows:

Corporate Services	19
Planning and Rural Development	15
Communications and Engagement	6
Conservation and Visitor Experience	29

Appendix 3 – Equal Pay Statement

Statement

1. The Cairngorms National Park Authority is committed to the principles of equal pay for all of our employees, regardless of sex, race, religion or belief, age, marriage and civil partnership, pregnancy and maternity, sexual orientation, gender reassignment, or disability.
2. The Authority recognises that all staff in the workforce should receive equal pay for work of equal value, or the same or similar work and we operate a single job evaluation scheme to measure the relative value of all jobs in our pay and grading structures within an overall framework that is consistent, transparent and fair. We aim to eliminate any gender, disability or racial bias in our pay systems and understand that equal pay as regards women and men; people who are disabled and those who are not; and people who fall into a minority racial group and those who do not is a legal right in accordance with both domestic and European law.
3. Our Job Evaluation and Pay Progression policies aim to reflect equal pay with respect to remuneration for all staff in ensuring that the level of reward is appropriate to the relative size and content of the job. We believe that equality must be enshrined in the values of our organisation. The values of the organisation send a positive message on diversity and equality to managers, employees, potential employees, partners and customers and enhance productivity, efficiency and morale.
4. The Authority has worked towards ensuring that employees have confidence in the Authority's process of eliminating bias and we have therefore been committed to working in partnership with the Staff Consultative Forum and trade union representatives. The Authority will continue working with the various stakeholders in taking action to ensure that it provides equal pay.
5. Our equal pay objectives are to:
 - a) Regularly monitor and review the application of our policies and procedures to ensure there are no unfair, unjust or unlawful practices that impact on pay.
 - b) Agree and apply solutions to remedy any problems.
 - c) Consult with staff and keep them informed of any changes.
 - d) Provide training and guidance for staff involved in determining pay issues.
 - e) Carry out annual monitoring of pay statistics, and two -yearly audits of pay and benefits for existing staff, including those on maternity leave, sick leave and career breaks.
 - f) Informing workers how their pay has been determined in each salary review.
 - g) Respond to any grievances in equal pay as a priority.
6. Following each two-yearly equal pay audit, the Corporate Services Director will review the findings and feed back to the Staff Consultative Forum, and the Staffing and Recruitment Committee
7. If an employee considers that they are not being paid equally to another employee for the same or similar work, or for work of equal value, they are advised to raise their concerns informally with their line manager/the HR manager. If informal discussions do not resolve the matter to the employee's satisfaction, they should write to the Corporate Services Director setting out their concerns in accordance

with the organisation's grievance procedure. Details of any complaints regarding equal pay will be retained confidentially for monitoring purposes.

8. The Corporate Services Director is responsible for equal pay within the organisation and will review and ensure compliance with this policy at regular intervals.

Appendix 4 – Equal Pay Audit

Executive Summary

1. Highlights:
 - a) The gender pay gap for 2021 was 17.44. The gender pay gap has been coming down each year for the last 5 years, so whilst the pay gap is still higher than the national average, the work to reduce the pay gap is clearly having an impact.
 - b) The gender pay gap for part-time staff is -5.62, which is a significant improvement on the 2020 figure of 20.23%.
 - c) The female average salary is higher than the male in most grades (band C, D & F); and only lower than the male average in one grade (band E).
 - d) Band D, the largest band, with 31 staff, comprising 22 female staff and 9 male staff has a gender pay gap of -2.5.
 - e) The middle management grade E has a gender pay gap of 4.65%, with 6 female staff and 5 male staff in the band.
 - f) Of the lower graded bands A to C, there is a zero pay gap at bands B and B1, and a -12.31% pay gap at band C.
2. Shadows:
 - a) The full-time pay gap is 20.14%
 - b) The highest paid grade (band G) comprises only male staff
 - c) The senior management team (bands F, G and CEO) of 11 managers comprises only one female
 - d) Of the 22 management posts (bands E to G + CEO), 7 (32%) are female

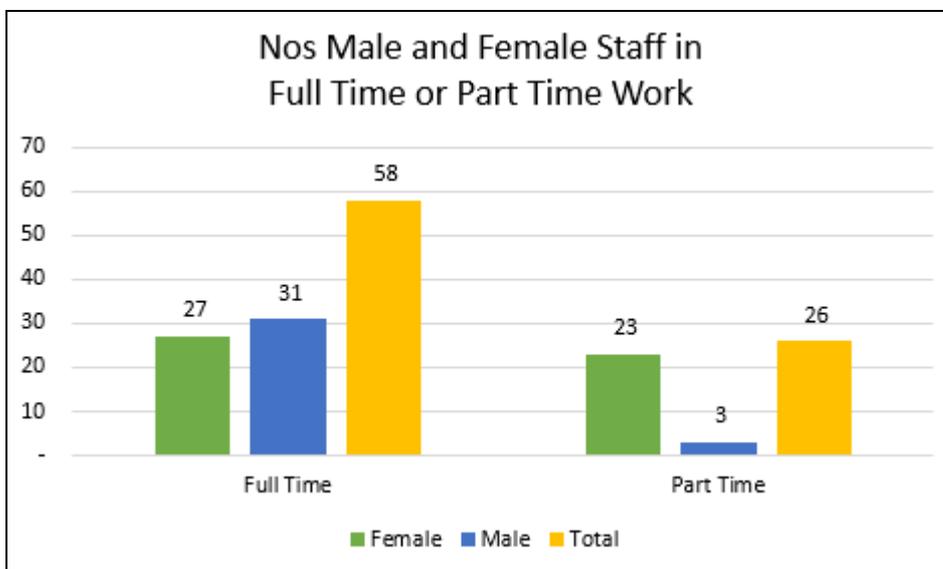
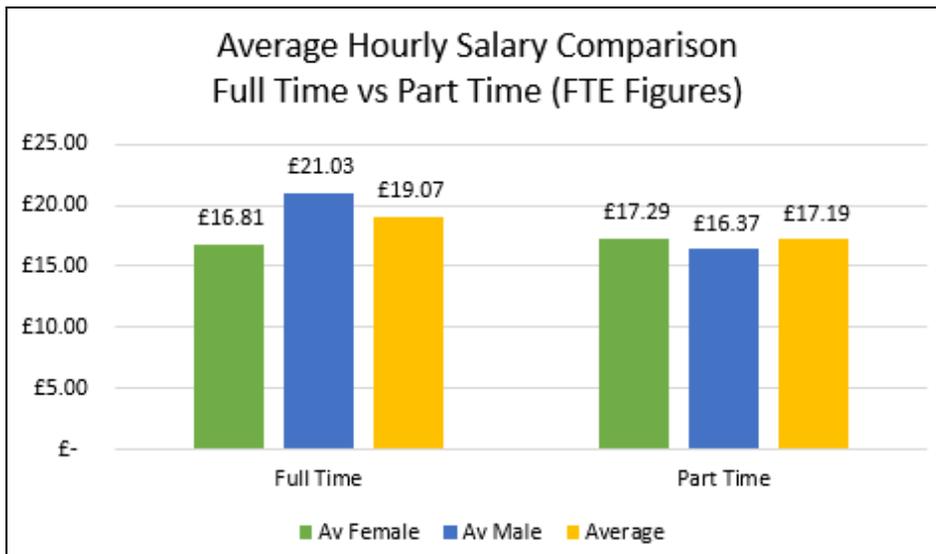
Background

3. 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.
4. 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.
5. This equal pay audit was conducted using the salary levels and staff numbers as at 1st April 2021.

6. 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.
7. We have analysed the pay gap across full and part time staff; across grades; across directorates; and then as an overall assessment, as follows:

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

8. Of our total 58 staff who work full time, 47% are women, in comparison with 53% 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 20.14%. This is a deterioration on the 2020 figure, which was 15.89% and this figure is above Scottish average for full-time staff which is 7.5%*. Our analysis of these figures is as follows: Of the 27 full-time female staff, 44% are in the lower graded/paid bands A – C; 41% are in the middle paid range (band D); and 15% are in the higher graded/paid bands (E-G). Of the 31 full-time male staff, 29% are in the lower paid bands; 26% 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 middle range of the salary scale.
9. 88% of the organisations' part-time staff are female, and 12% are male. The average part-time female salary is £17.29, which is higher than the average male part-time salary of £16.37, making the gender pay gap for part-time staff -5.62%. This is a significant improvement on the 2020 figure, which has the part-time gender pay gap at 20.23%. Of the lower graded posts bands A – C, there is only 1 part-time male member of staff, but 9 part-time female staff; at the middle band D range, there are 11 part-time female staff, and 1 male; and at the higher salary band E, 3 are female and 1 male. There are more female part-time staff with a spread over the salary bands.

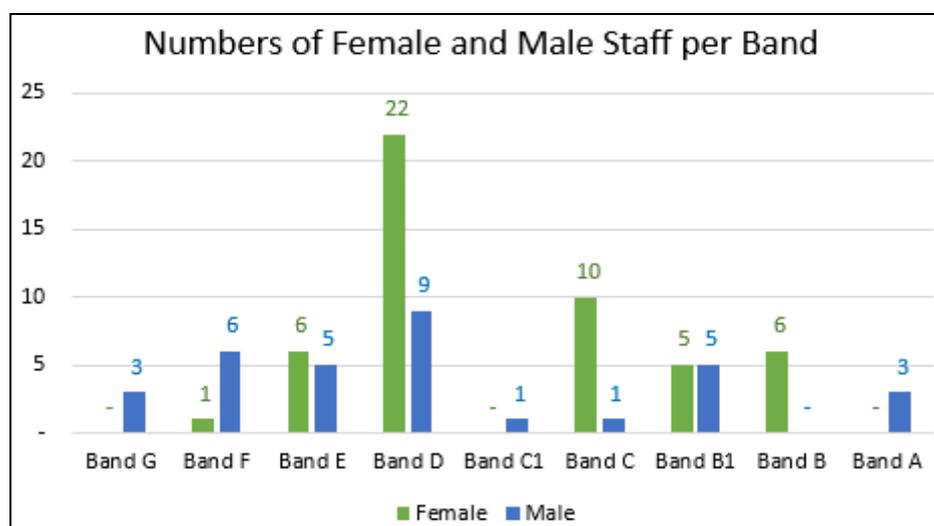
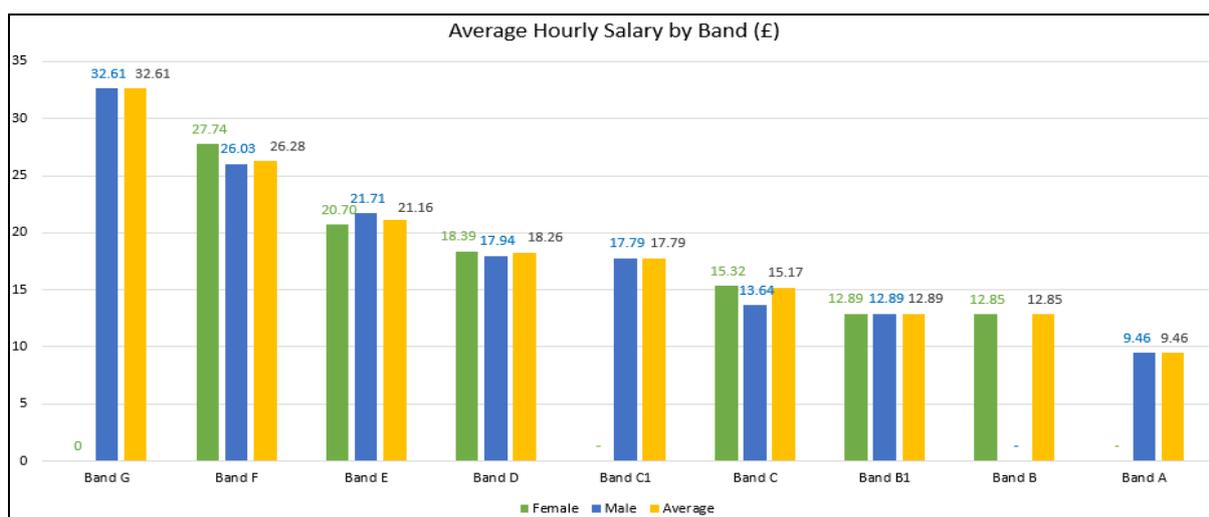


Results by Grade

10. The Equal Pay Audit found that there were variances in salary average between male and female across the grades, with the female average actually higher than the male in most grades (band C, D & F); and only lower than the male average in one grade (band E). However, 3 grades comprise only male staff (bands A, C I and G) which includes both the lowest paid band A, and the highest paid band G. Band B comprises only female staff. In band BI the gender pay gap is zero, with the average salary for both male and female the same.
11. Of the 31 staff in the lower graded bands A to C, 21 are female. There is a zero pay gap at bands B and BI, and a -12.31% pay gap at band C.
12. Band D is the largest band, with 31 staff, comprising 22 female staff and 9 male staff. This is a Policy Officer level of grade/pay. The gender pay gap for this grade is -2.5%. 6 of the male staff are currently at the top of the salary band, most of whom having

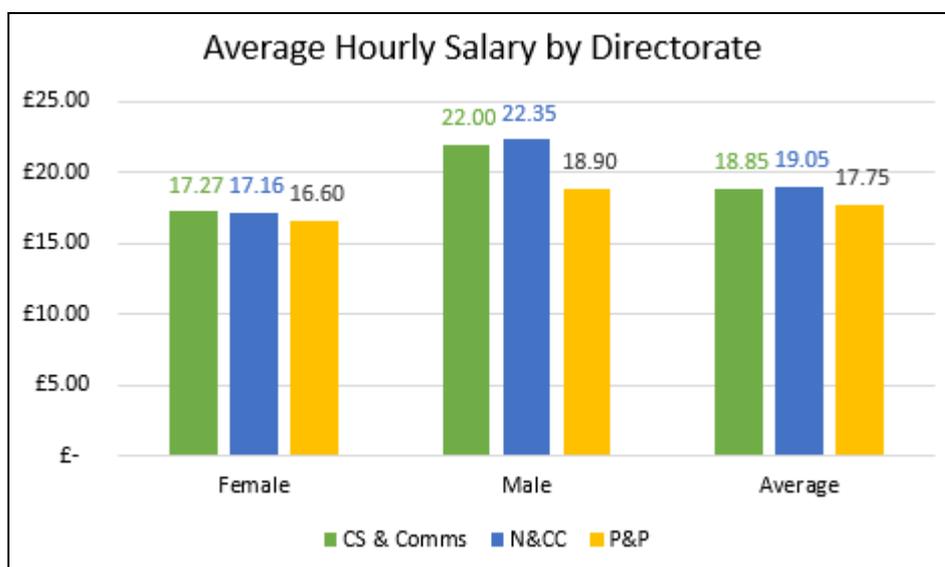
been with the organisation for at least 5 years, whilst 9 of the female staff are at the top of their bands.

13. It should be noted that of the 22 management posts (bands E to G + CEO), 7 (32%) are female in comparison to 33% in 2020, 37% in 2019 and just 25% in 2017. This represents fairly static movement for the Authority in terms of equal pay assessment over a time of budget restrictions and consequently limited staff recruitment. Despite the fact that the majority (90%) of senior management roles (F, G and CEO) are held by male staff, at the middle management level band E, there are 6 female to 5 male staff. There is still a 4.65% pay gap in this band, but this is again due to the fact that 4 of the 6 were newly appointed within the last 3 years and therefore placed at/near the bottom of the salary band, whilst all 5 of the male staff have been with the organisation for more than 5 years and 3 are at or near the top of the salary band. The pay gap in this band is also improving on the 2020 figure, which was 6.9%.
14. 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.

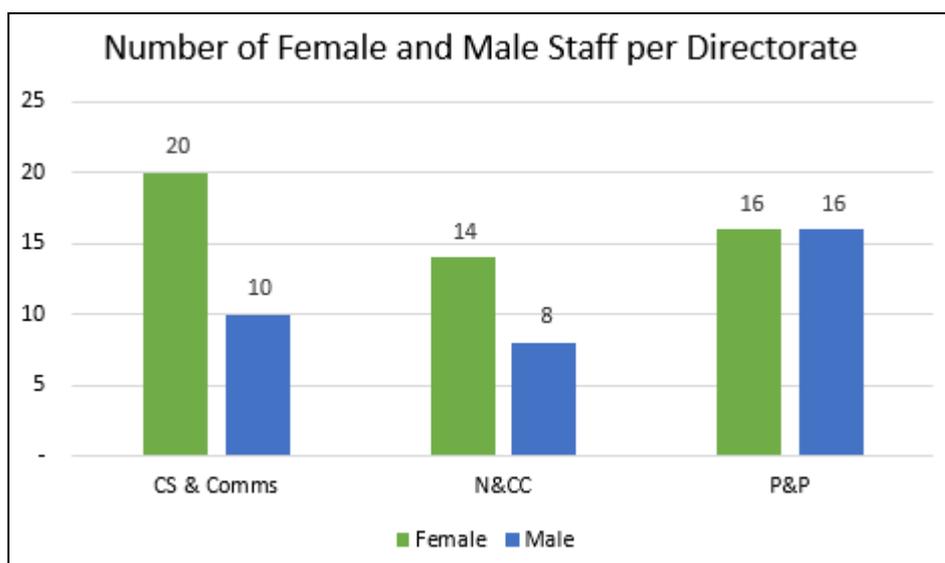


Results by Directorate

15. 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 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 gradually increasing numbers of females in middle management grades. As these members of staff are relatively new to the grade, 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.

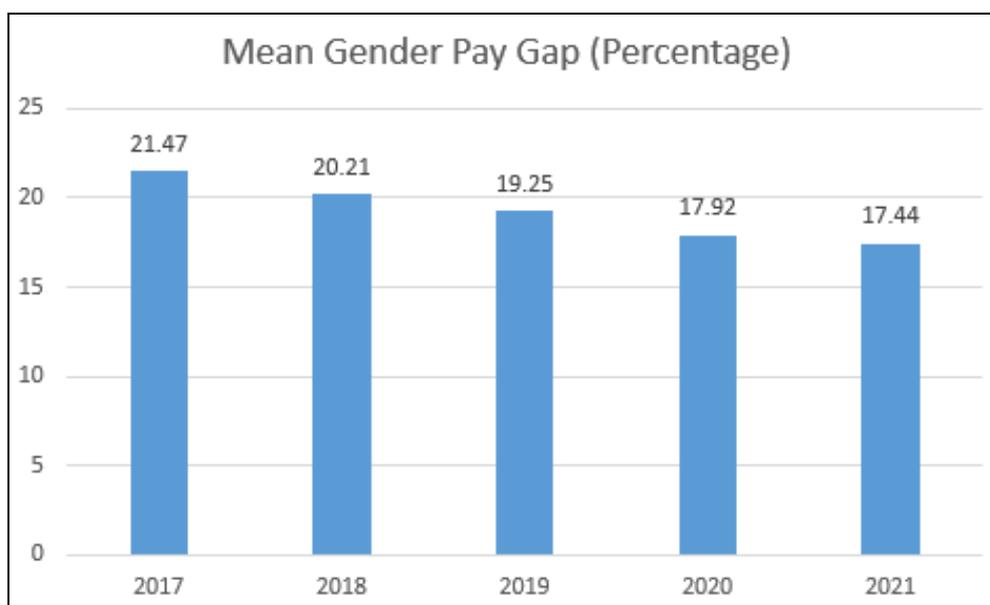


Directorate Gender:



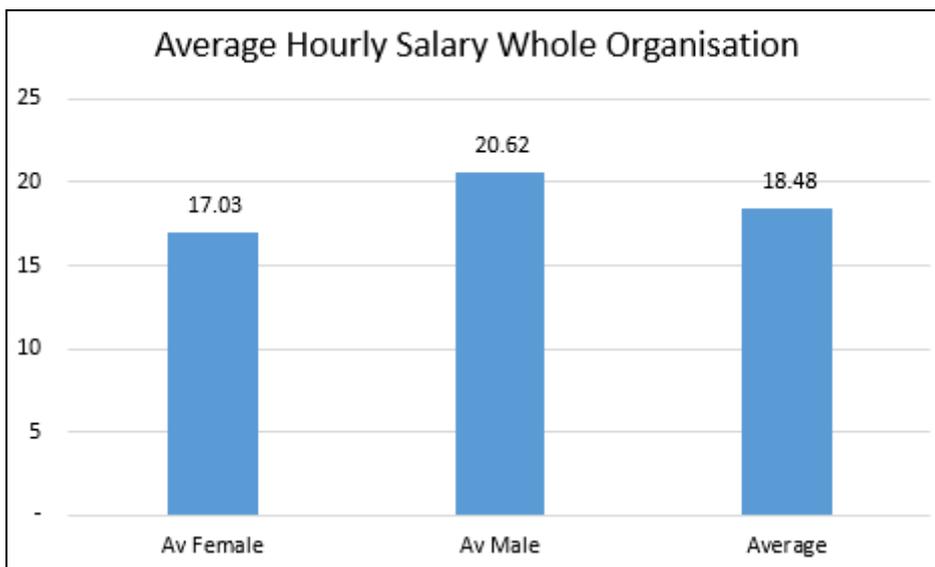
Overall Organisational Results

16. Across the organisation as a whole, there are 50 female staff and 34 male staff – so female staff make up 60% of the workforce. The overall average male hourly salary is £20.62 and the overall average female salary is £17.03 (the average hourly salary across the organisation is £18.48). This makes the mean gender pay gap (i.e. the difference in average hourly earnings between men and women) **17.44%** (and lower at 14.3% if you removed the CEO from the calculations). Whilst this figure is high, and is above the 2020 Scottish Gender Pay Gap of 10.4%*, it is showing a decreasing trajectory, being down on the CNPA's 2020 Gender Pay Gap of 17.92%, the 2019 figure of 19.25%, the 2018 figure of 20.20%, the 2017 figure of 21.47%, and the 2015 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 annually over the last 6 years. The foregoing analysis, highlighting an increase in female staff at policy officer and middle manager 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.



17. If we use the median methodology to calculate the Gender Pay Gap, the figure is lower at 5.9%, which is a big improvement on the 2020 figure of 10%, the 2019 figure of 15.25%, and on the 2017 figure of 15.87%. This figure is also significantly lower than the 2020 Scottish Median Pay Gap of 10.9%.
18. This overall improvement can be explained by the following:
- There were more male appointments to the lower graded band A - C posts than before – and band A now has 3 male and 0 female staff, whilst band B1 has an equal split of 5 male and 5 female staff.
 - As part of our commitment to one of 2017 - 2021 Equality Outcomes (to ensure there is a gender balance in senior management positions), we have taken the following actions:

- i. At recruitment we have reduced the number of essential criteria to ensure those that remain are indeed essential (research has indicated that women are less likely to apply for positions if they do not meet ALL the essential criteria), All job descriptions have to be approved by the HR team, who will robustly challenge the perception of the necessity for each essential criterion;
- ii. Most posts are now advertised with the potential of being part time or job share;
- iii. All recruitment panels contain male and female members;
- iv. Recruitment advertising has been revamped to highlight the benefits of flexible working;
- v. There is more joined up recruitment with similar public sector organisations and we are supportive when possible of secondment opportunities;
- vi. We removed core hours and improved remote accessibility to IT facilities; and
- vii. Ongoing review of organisational structure with more policy positions being developed at lower grades, which were traditionally where only “admin” roles, more heavily slanted towards women were graded. There are now more male staff in lower graded post than there have been historically.



Overtime

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

Recruitment Statistics (April 2020 – March 2021)

20. In 2020 a total of 21 posts were recruited and 20 were appointed. All posts were advertised internally in the first instance.

21. There were 13 internal applicants with 4 internal appointments. Of the 13 applicants, 5 were female, and of the internal appointments 2 were female. This is further positive evidence of work adapting roles / contracts and also supporting development of staff for career progression.
22. In 2020, of a total of 477 external applicants there were 232 (49%) male applicants and 235 (49%) female, with 10 not disclosing. Of the 17 posts appointed through the external round, 8 (47%) were male and 9 (53%) female.
23. So, overall there was an equal total number of male and female applicants, but there were more female appointments (52%) than male (48%).

Conclusions from the Audit

24. 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.
25. 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.
26. The gender pay gap is improving, and we are starting to see the impact of the interventions implemented to support the Equality Outcomes of ensuring there is a gender balance in the senior positions. However, we cannot become complacent, and recognise that continued work and monitoring must be an organisational priority going forward. The newly developed Equality and Advisory Forum will play a key role in scrutinising, challenging and supporting this action.

**Close the Gap Working Paper (2022)*

April 2021

Appendix 5 – Occupational Segregation

- I. As staff numbers are small (84 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.

By Gender (as per equal pay audit data of 1 April 2021)

Grade	Grade description	Female	Male
A	Reception/Admin Assistant	0	*
AI	Reception/Admin Assistant (Enhanced)	0	0
B	Admin/Finance Officer	6	
BI	Seasonal Ranger	*	*
C	Technical/Snr Admin/Policy Officer	10	*
CI	Technical/Snr Admin/Policy Officer (Enhanced)	0	*
D	Policy Officer/Supervisor/First Level Management	22	9
E	Management/Technical Specialist	6	*
F	Manager of Managers/Heads of Service	*	6
G	Directors + CEO	0	

By Ethnicity (as per information provided upon employment and held on HR database)

Grade	Grade description	White British	White Scottish	White Other	Black/Asian	Other	Information not provided
A	Reception/Admin Assistant	*	*				*
AI	Reception/Admin Assistant (Enhanced)						
B	Admin/Finance Officer	*		*			*
BI	Seasonal Ranger	*	*	*			7
C	Technical/Snr Admin/Policy Officer	*	*	*			*
CI	Technical/Snr Admin/Policy Officer (Enhanced)		*				
D	Policy Officer/Supervisor/First Level Management	9	10	*			11
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 HR database)

Grade	Grade description	Disability Declared	No Disability or Information not Provided
A	Reception/Admin Assistant		*
AI	Reception/Admin Assistant (Enhanced)		
B	Admin/Finance Officer	*	*
BI	Seasonal Ranger	*	8
C	Technical/Snr Admin/Policy Officer		11
CI	Technical/Snr Admin/Policy Officer (Enhanced)		*
D	Policy Officer/Supervisor/First Level Management		31
E	Management/Technical Specialist		11
F	Manager of Managers/Heads of Service	*	6
G	Directors + CEO		*

Appendix 6 – CNPA Equality Action Plan 2017 - 2020 Progress Report

Outcome 1: Ensure a gender balance in senior management positions

Action	Aim/Output	Target	Equality Group	Lead Partners	Outcome 2017 - 2020
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 so this action is on-going but not yet achieved
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 for home working. e) Recruitment application packs should contain information about childcare and	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)	In the last 3 years, the total number of female applicants for management positions met the target of 50%. This target was not met in the first year of reporting (42% female applicants in 2017), but rose to 52% in 2020. Of the 9 management posts appointed in the last 4 years, 5 were female and 4 were male. 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

Action	Aim/Output	Target	Equality Group	Lead Partners	Outcome 2017 - 2020
accommodation provision in the area.					<p>remove criteria that HR have considered to be non-essential</p> <p>b) 2017 – 2019: We did not advertise ALL posts as having the potential to be part time, but we seriously scrutinised vacant posts to see if we could challenge the perception that they needed 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. In the last two years and during the Covid pandemic all posts that were organisationally considered to require full time hours have been advertised as being full-time, but with the caveat that part-time hours of up to 30/week may be considered, as well as job shares.</p> <p>c) Recruitment policy was amended to make it explicit that recruitment panel must be</p>

Action	Aim/Output	Target	Equality Group	Lead Partners	Outcome 2017 - 2020
					<p>gender balanced</p> <p>d) We have completely revamped our recruitment adverts on our website and they all now “sell” our family friendly benefits which include home working</p> <p>e) Recruitment application packs are still being developed and don’t yet include information on local childcare provision. This action will be carried forward.</p>
<p>3. More joined up recruitment with similar public sector organisations, and opportunities for staff to go on secondments.</p>	<p>Staff gain new skills in a new environment where these opportunities might be limited at CNPA.</p>	<p>2% staff go on secondments.</p>	<p>Women (gender)</p>	<p>CNPA (HR team)</p>	<p>We are part of the EELG People Group which comprises HR lead staff from NatureScot, 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. Our target was 2% staff going on secondments – we achieved 1%.</p>

Action	Aim/Output	Target	Equality Group	Lead Partners	Outcome 2017 - 2020
<p>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).</p>	<p>Create opportunities for staff to develop and move into promoted roles.</p>	<p>From 0% job shares to 1% job shares.</p>	<p>All staff</p>	<p>CNPA (HR team)</p>	<p>We have developed several job shares in the last 4 years. Most notable is a senior band E manager post that was vacated as a full time post. We respec'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. As such we have achieved 2.6% actual job-shares in the last 4 years. All vacant posts are advertised on the basis that job share may be considered.</p>

Action	Aim/Output	Target	Equality Group	Lead Partners	Outcome 2017 - 2020
<p>5. Review training policy and budgets:</p> <ul style="list-style-type: none"> 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. 	<p>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.</p>	<p>At least 50% applicants for senior/managerial positions are women.</p>	<p>Women (gender)</p>	<p>CNPA (HR team)</p>	<ul style="list-style-type: none"> a) We delivered the line manager training in 2018 for staff new to line management, including those who were promoted internally into management roles. The course was delivered again in 2019 and several of the delegates were not yet line managers, but staff who had either applied for line manager roles, or whose roles involved an element of supervision of people. b) Aspirational Training is an area of focus for the staff appraisal discussion, which was completely revamped in 2019, and now involves 6-weekly conversations. c) All staff are given 3 paid days to attend work shadowing or volunteering opportunities, which is promoted regularly through the Intranet

Action	Aim/Output	Target	Equality Group	Lead Partners	Outcome 2017 - 2020
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.
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 disadvantaged 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. The recently convened EAP have also flagged the point that our MT comprises by majority people who are at the top of the hierarchy of privilege, and this issue is scheduled to be explored further by the MT.

Action	Aim/Output	Target	Equality Group	Lead Partners	Outcome 2017 - 2020
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. During the Covid pandemic, all staff worked from home, and all staff were given the opportunity to work their hours at any times that suited their personal circumstances. If staff could not work their contractual hours due to caring responsibilities, they still received full pay.

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

Action	Aim/Output	Target	Equality group	Lead Partners	2021 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. 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 .

Action	Aim/Output	Target	Equality group	Lead Partners	2021 Update
<p>3. 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:</p> <p>a) Review and update existing publications by 2018.</p> <p>b) Implement on all new publications from 2017.</p>	<p>To improve range and quality of information promoting accessible low cost and free experiences in the CNP.</p>	<p>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%.</p>	<p>All groups</p>	<p>CNPA (VE)</p>	<p>When community path leaflets are reprinted they now include the national grading system making the understanding of the route much easier</p> <div data-bbox="1621 496 2056 603" style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <p>Pavement, well made path.  1 mile / 1.6 km Allow 30 mins easy</p> </div> <p>New Welcome Leaflet were 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.</p>
<p>4. 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.</p>	<p>To ensure staff consider all aspects of the engagement process.</p>	<p>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%.</p>	<p>All groups</p>	<p>CNPA (Comms, VE and PRD)</p>	<p>Statutory consultation on LDP MIR and proposed LDP increased use of digital and social media to provide bite-sized information targeted at younger audience.</p> <p>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.)</p>

Action	Aim/Output	Target	Equality group	Lead Partners	2021 Update
5. 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.
6. 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.

Action	Aim/Output	Target	Equality group	Lead Partners	2021 Update
<p>7. We will work with private sector tourism businesses to raise awareness and promote access for all.</p> <p>a) Incorporate information into 'Make it Yours' Programme.</p> <p>b) Deliver one business training programme specifically on catering for equalities groups.</p>	<p>To improve range and quality of information promoting accessible low cost and free experiences in the CNP:</p> <p>a) Deliver MIY to 200 visitor facing staff.</p> <p>b) Deliver business training to 12 businesses.</p>	<p>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%.</p>	<p>All groups</p>	<p>CNPA CBP</p>	<p>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 considered how we can best promote Accessible Tourism through the 'Make it Yours' campaign.</p>

Action	Aim/Output	Target	Equality group	Lead Partners	2021 Update
8. 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) In 2020 and 2021 all group work with inclusion partners has been halted due to Covid-19 restrictions with a view to starting up again when guidance allows.
9. 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	2021 Update
<p>10. We will continue to work with Backbone to develop community leaders that provide opportunities for black and minority ethnic groups to visit the CNP.</p>	<p>Deliver one Festival for All in CNP during the period attracting 100 - 150 participants</p>	<p>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%.</p>	<p>People from black and ethnic minorities</p>	<p>CNPA Backbone</p>	<p>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 and Asylum Seeker family groups, Dundee International Women's Centre and the Yusuf Youth Initiative also from Dundee and the Rainbow Group – Falkirk that includes Multi cultural family groups.</p> <p>2019 saw 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.</p> <p>Due to Covid-19 restrictions all work with groups in 2020 was halted with a view to starting up when guidance allows.</p> <p>This is still the case at present in 2021.</p>

Action	Aim/Output	Target	Equality group	Lead Partners	2021 Update
11. 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	<p>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.</p> <p>Wee Walks Week in Sept continues to encourage the inactive and less active to walk and cycle. 2018 WWW involved 439 participants.</p>
12. 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)	<p>In 2017 a total of 46 travel grants were awarded of which 17 were to under-represented groups equalling 37%.</p> <p>In 2018 a total of 55 travel grants were awarded of which 6 were to under-represented groups equalling 11%.</p> <p>In 2019 15 travel grants were paid out 13 to school groups and 2 to disadvantaged groups.</p> <p>In 2020 no travel grants have been awarded due to Covid-19 restrictions.</p> <p>In 2021 the travel grant is not being advertised until guidance allows.</p>

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

Action	Aim/Output	Target	Equality group	Lead Partners	2021 Update
<p>I. 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:</p> <ul style="list-style-type: none"> 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. 	<p>Baseline information in place from which to monitor improvement and plan communications activity.</p>	<p>Baseline data and monitoring in place for start of new Corporate Plan.</p>	<p>All groups</p>	<p>CNPA (RD/Comms)</p>	<ul style="list-style-type: none"> a) Equalities data collected voluntarily during LDP consultation processes. b) LDP consultation processes used digital information and social media to provide bite-sized information more attractive to younger audiences. c) 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/ d) Equality survey sent to CNPA led advisory groups and forums and results provided a baseline to help focus our priorities and targets for future equality outcomes - results shows 16.14% of those involved are under 45 years of age and 3.7% (only 1 person) is from a non-white ethnic background

Action	Aim/Output	Target	Equality group	Lead Partners	2021 Update
<p>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.</p>	<p>Key CNP groups and forums are better representative of key equality groups and take ownership of trying to improve equality.</p>	<p>10% increase in women and under 35 year olds involved in groups and forums.</p>	<p>Women and under 35 year olds.</p>	<p>CNPA (OMG) (AoCC, LOAF, CUAG, CNSG, CEF, CTP etc.)</p>	<p>e) 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.</p> <p>f) 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: 12 men. That's a 29% improvement.</p> <p>g) Review of equality survey results show whilst the gender split has improved we need to focus our activities to increase engagement with people under 45-years of age and from minority ethnic backgrounds</p> <p>h) Equalities Advisory Forum established to replace Inclusive Cairngorms with a fresh remit to support our equality work – first meeting held on 28 October 2020.</p>

Action	Aim/Output	Target	Equality group	Lead Partners	2021 Update
<p>3. Review Stakeholder engagement list to identify any gaps in equality groups and opportunities to improve coverage.</p>	<p>Ensure key equality groups are included on the CNPA stakeholder engagement list.</p>	<p>CNPA stakeholder engagement list includes equality baseline information and gaps in equality groups filled.</p>	<p>All groups</p>	<p>CNPA (OMG/Comms)</p>	<p>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 has been 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.</p>

Action	Aim/Output	Target	Equality group	Lead Partners	2021 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)	<p>a) Cairngorms Capercaillie project using innovative 'storymapping' techniques alongside ranger workshops, drop-ins and direct canvassing to specifically target hard –to-reach groups</p> <p>b) LDP consultation process using videos and social media to involve hard-to-reach groups.</p>
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	2021 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)	<ul style="list-style-type: none"> a) BIG weekend evaluation includes equality statistics b) Standard equalities survey in place for use by all staff for events & consultations

Appendix 7 - CNPA Equality Action Plan 2021 – 2024

We are in the process of developing the new National Park Partnership Plan (2022 – 2027). Equalities issues will be incorporated throughout the Plan, which will be followed by the new Corporate Plan.

Proposed Equality Outcomes 2021 - 2024

Outcome 1: Our workforce will become more diverse. We will have more women in senior positions in the organisation, and will have an increased number of minority staff working for us (specifically with relation to sexual orientation, disability and ethnicity). Led by Kate Christie, Head of Organisational Development.

Evidence:

- a) Staff equality data indicates that our workforce is typically white, Scottish. Average age is 45 - 54. Very low/no indication of ethnic minorities, very low numbers identify as LGTBQ+ with 92% identifying as heterosexual, 94% do not have a disability.
- b) Recruitments stats indicate a balance of female and male applicants, no transgender applicants, very few applicants in the 55 + age category, significantly low numbers of applicants with a disability, majority are unmarried, majority identify no religion, significant majority are heterosexual, white Scottish.

Action	Aim/Output	Target	Equality Group	Lead Partners
Assessing the reach we have as an organisation in terms of recruitment, and taking practical steps to extend that reach, understand how we are perceived by certain equality groups as an employer, how we present ourselves externally and what people's experience is of the recruitment process and beyond to development and progression Practical activity will include the following:	People across all equalities characteristics are confident applying to jobs with CNPA, want to work for the CNPA and see the CNPA as an inclusive employer	Increase in the number of applications (from the 2020 baseline) from: BME applicants LGTBQ+ applicants Disabled applicants Increase in the number of appointments across BME, LGTBQ+, Disabled	All, with specific focus on BME, LHTBQ+, Disability, gender, transgender	CNPA HR Team Equality Advisory Forum

Action	Aim/Output	Target	Equality Group	Lead Partners
<ul style="list-style-type: none"> a) Scrutinise job descriptions of vacant posts to ensure all the Essential criteria are indeed essential. b) Ensure all posts are advertised with the potential of being part time or job share. c) Recruitment advertising should highlight support for home working. d) Recruitment application packs should contain information about childcare and accommodation provision in the area. e) Recruitment advertising should be targeting minority equalities groups f) Recruitment advertising should include testimonials from staff who represent minority groups. g) Survey staff recruited in the last two years to assess their views about the interview process in terms of inclusion h) Work with Inclusion Scotland to support internships from the disabled community i) Work with other equalities groups (e.g. Backbone) to develop support for internships from other minority groups j) Support the work of Backbone on the Changing Landscapes – Actioning Change Symposium 		<p>applicants.</p> <p>Increase in the number of female appointments at senior levels (baseline is 2% SMT is female)</p>		

Action	Aim/Output	Target	Equality Group	Lead Partners
<p>We will encourage a higher staff uptake of reporting on Equalities data:</p> <ul style="list-style-type: none"> a) Implement new HR software whereby equalities data can be self-updated b) Ensure all staff feel that their working environment is a safe environment for disclosure c) We will seek to engage with minority staff groups to identify barriers to disclosure, and how we might overcome those barriers 	<p>Staff representing minority groups will feel supported and listened to by the organisation. They will feel included and understood, and comfortable with being open about the groups they represent. They will feel that they have the same opportunities as all staff</p>	<p>Disclosure from majority staff representing minority groups.</p>	<p>All</p>	<p>CNPA HR team Equality Advisory Forum</p>
<p>We will seek to ensure that all our staff welcome diversity in the staff group:</p> <ul style="list-style-type: none"> a) We will establish an internally focussed Equalities Strategy, and will set up an internal equality advisory group to support work to ensure equalities is embedded in all staff policies and procedures. b) We will Incorporate Equality and Diversity metrics into performance reporting on an annual basis to ensure actions are driven by senior management c) We will set up peer networks, e.g. for young people (18 – 30); women, carers, LBTPQ+ staff etc., and where numbers are low, will seek to align with such networks within similar 	<p>Staff are comfortable with a diverse workforce, champion diversity and challenge incidents that seek to undermine such diversity within the workforce.</p>	<p>100% staff and Board trained in Equalities, unconscious bias and having appropriate conversations around diversity. 100% Management and Board trained in Ally-ship.</p>	<p>All</p>	<p>CNPA HR team Equality Advisory Forum</p>

Action	Aim/Output	Target	Equality Group	Lead Partners
<p>partner organisations</p> <p>d) We will establish a mentorship programme, which will support people seeking development within the organisation</p> <p>e) We will proactively drive improved knowledge and understanding of equalities through progressive and engaged equalities training and allyship programmes.</p>				

Outcome 2: Promoting and celebrating a National Park for All Visitors (led by Pete Crane, Head of Visitor Services)

Evidence:

- a) Current UK data indicates a national social split ABCI 53% C2DE 47% but visitor survey data for CNP indicates fewer, but increasing numbers, of visitors from the 'latter group. This data also indicates CNP receives fewer, but again increasing, visitors from black and ethnic minority groups than the national average – see Targets below. Cairngorms National Park data collected from 5 yearly, 12 month visitor survey conducting 2,500 face to face interviews around the National Park.

Action	Aim/Output	Target	Equality Group	Lead Partners
Preferentially promote outdoor experiences that free and low cost and work with businesses to support programmes encouraging people to experience the Park from C2DE backgrounds	a) Increase the percentage of visitors from C2 D & E Social Groups	Increase closer to National 53%:47% 2020 ABCI 70% C2DE 27%; 2015 ABCI 75%; C2DE 18%; <i>Note: Data not 100% because not all interviewed would respond.</i>	All	Cairngorms Business Partnership Cairngorms Tourism Partnership Ranger Services
Promote experiences that are accessible to black and ethnic minorities	a) Increase the percentage of visitors of black and ethnic minorities to the national 4%	Increase closer to National 4% 2020 BEM 2.4% 2015 BEM 1.0%	BME	Cairngorms Business Partnership Cairngorms Tourism Partnership Backbone Ranger Services
Promote a wide range of experiences that are accessible to people regardless of ability	Increase number of visitor opportunities for people with disabilities.	Increase the proportion of visitors with a disability from 9% (2020) to 13%	Disability	Cairngorms Business Partnership Cairngorms Tourism Partnership

Action	Aim/Output	Target	Equality Group	Lead Partners
				Ranger Services
Promote a wide range of experiences that are accessible to people regardless of age	Increase number of visitor opportunities for young people.	Increase the percentage of young and older people visiting from baseline of 16 – 34 years 22% (2019/20) 65+ 18% (2019/20) Further data on youth engagement required	Young people	Cairngorms Business Partnership Cairngorms Tourism Partnership Ranger Services CNPA VE Team Young Scot

Outcome 3: - Ensuring and enhancing more inclusive access to nature (led by Andy Ford, Head of Conservation)

Evidence of need:

- Anecdotal evidence and feedback from providers indicate that attendance at nature-based activities and events, biological recording and conservation volunteering typically has little representation from BME communities, people with mental and physical health disabilities and those in the socio-economic brackets C2/ D/ E
- None of our Volunteer Rangers identify as an ethnic minority, 2% identify with a disability, and more than 50% have household incomes above £25k
- Data gathered at Cairngorms Nature BIG Weekend events is very limited. No respondents identify themselves as from BME communities, 7.2% consider themselves disabled, half of whom consider their disability being mental health. There is no data on sexual orientation, socio-economic classification – see appendix 5.

Action	Aim/Output	Target	Equality Group	Lead Partners
Gather more socio-economic data from attendees at nature-based events	We understand more about hard to reach groups' interaction with nature	Baseline data Increased participation in wildlife groups, volunteering and recording	All	CNPA, Ranger services, CN BIG weekend partners, environmental volunteering & biological recording
Improve understanding of target groups' needs, aspirations and barriers through face-to-face interviews, surveys and focus			BME communities C2/D/E communities	

Action	Aim/Output	Target	Equality Group	Lead Partners
groups		Increased attendance at events 10% of BIG w/e and ranger events targeted at inclusion groups	People with mental and physical health disabilities	organisations
Recruit and support CN ambassadors by facilitating access to nature-based experiences in the Park and providing support to share those experiences amongst peer groups	People from target inclusion groups feel welcome and at ease being part of nature based activities		All	
Provide training and skills development opportunities for people from target inclusion groups				
Showcase activities that involve inclusion groups				
Tailor events in CN BIG w/e and ranger programmes specifically to meet the needs of inclusion groups	There are lots of opportunities for people from a wider range of backgrounds to get involved in conservation and nature related activities		BME, C2/D/E, mental & physical health	CNPA, Ranger Services
Subsidise transport costs for people to get to outdoor events and take nature-based activities indoors for those who can't get out			C2/D/E, people with physical and mental health disabilities	
Develop partnerships with support workers and carers to build relationships and provide safe, supportive environments				
Support local wildlife groups' engagement with the wider community			All	

Outcome 4: More equality groups participate in CNPA led consultations and stakeholder forums/groups to influence decisions made in relation to the management of the Cairngorms National Park (led by New Head of Communications).

Evidence of need:

- a) 2019 equalities survey of CNPA led [stakeholder forums & groups](#) shows 16.14% of those involved are under 45 years of age
- b) 2019 equalities survey of CNPA led [stakeholder forums & groups](#) shows 3.7% of those involved are from a non-white ethnic background
- c) 2019 LDP Consultation Equality Data showed 40% female consultees; 12% under the age of 45; and 6% identifying a disability, though the sample size was small as few respondents completed equality questionnaire.

Action	Aim/Output	Target	Equality Group	Lead Partners
Share 2019 equality survey results with CNPA-led stakeholder forums & groups to discuss how more engagement with under 45 year olds and ethnic minority groups can be achieved	Equalities surveys will show an increase in participation of younger and more diverse ethnic groups	Increase towards 25% under 45 year olds (16.14% 2020 baseline) and 4% non-white ethnic backgrounds (3.5% 2020 baseline)	Under 45 year olds and ethnic minority groups - BME	Equality Advisory Forum, Cairngorms Youth Action Team, Backbone
Provide captioning and/or BSL interpretation on request for all live streamed forums and meetings held by CNPA, including board and planning meetings.	CNPA meetings – and key strategic discussions – are accessible to a wider range of audiences, particularly those with disabilities.	All board and planning meetings to have the option of captioning and/or BSL interpretation. Roll out this approach to other forums as they go online.	Disabled audiences and those with access requirements.	Equality Advisory Forum.
Audit the existing CNP website to determine its suitability for audiences with access requirements, and address any issues raised. Ensure any tools used for online consultation are audited in the same way.	CNP website – and the information it provides – accessible to a wider range of audiences.	For the CNP website to be an exemplar within the public sector in Scotland for audience accessibility, and for all identified issues to be addressed within the same financial year.	Disabled audiences and those with access requirements.	Equality Advisory Forum.
Conduct user experience testing on the existing CNP website with a variety of	To flag any issues with the existing site and to	For the CNP website to be an exemplar within the	Disabled audiences and those with access	Equality Advisory Forum,

Action	Aim/Output	Target	Equality Group	Lead Partners
audience types (including those with access requirements, ethnic minority groups etc) to ensure it is fit for purpose and addresses audience needs.	ensure it goes beyond simple compliance with legislation to be genuinely usable and representative.	public sector in Scotland for audience accessibility.	requirements; ethnic minority audiences.	Backbone.
Identify specific actions within the National Park Partnership Plan consultation process to engage with a more diverse range of audiences (under 45 year olds, disabled and ethnic minority groups etc).	To make the Park Plan as representative as possible for all stakeholders within CNP.	Deliver at least five activities designed to reach under 45s, ethnic minority communities and/or audiences with disabilities within the consultation period.	Under 45 year olds, disabled and ethnic minority groups.	Equality Advisory Forum, Cairngorms Youth Action Team, Backbone
Review all CNPA promotional materials, particularly those relating to stakeholder consultation, to ensure they use appropriate imagery reflective of the diverse range of audiences engaging with the National Park. Commission new material (photography, video, case studies etc) where required.	To ensure our materials are reflective of all the audiences we are trying to reach.	All CNPA promotional materials, particularly those relating to stakeholder consultation, to include imagery reflective of the diverse range of audiences we serve.	Under 45 year olds, disabled and ethnic minority groups.	Equality Advisory Forum, Cairngorms Youth Action Team, Backbone