



JOINT EQUALITY SCHEME

Incorporating

**Disability Equality Scheme
Gender Equality Scheme
Race Equality Scheme**

**Annual Update
June 2008**

Foreword

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

Throughout 2006 to 2008 we published separate Disability, Gender and Race Equality Schemes, but took the decision more recently to combine these to form a single Joint Equality Scheme, which we will update annually. This joint Equality Scheme contains separate sections for Disability, Gender and Race Equality and separate updated Action Plans for each of the separate strands of equality.

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

Jane Hope

Chief Executive Cairngorms National Park Authority

June 2008

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INTRODUCTION

As a public authority, CNPA is required to make disability, gender and race equality a central part of our work. We welcome this process and are committed to ensuring equality of opportunity for all sections of society as we carry out our responsibilities.

This joint equality scheme sets out our commitment and how we will deliver on that commitment in relation to disability, gender and race.

In drawing up our scheme we have been guided by the following:

THE LEGAL FRAMEWORK

The main equality legislation, which relates to the Cairngorms National Park Authority includes:

Sex Discrimination Act 1975 - This legislation outlaws discrimination on the grounds of sex or marital status in employment, training, education, the provision of goods and services and the management and dispersal of premises. The Act outlaws direct discrimination, harassment and victimisation.

Race Relations Act 1976 and Amendment - This legislation outlaws discrimination on the grounds of ethnicity, nationality and colour in employment and the provision of goods and services.

Disability Discrimination Act 1995 - This legislation defines disability as a "physical or mental impairment that has a long term adverse impact on the ability to carry out normal day to day duties" and outlaws discrimination on the grounds of disability in employment, education, the provision of goods and services. The 2005 amendments to the Act also placed the Authority under a General and Specific duty to promote disability equality.

Employment Equality (Religion or Belief) Regulations 2003 - These regulations outlaw discrimination in employment and vocational training on the grounds of real or perceived belief. They outlaw direct and indirect discrimination, harassment and victimisation.

Employment Equality (Sexual Orientation) Regulations 2003 - These regulations outlaw discrimination in employment and vocational training on the grounds of real or perceived orientation. They outlaw direct and indirect discrimination, harassment and victimisation.

Gender Recognition Act 2004 - This legislation gives a transsexual person the right to their acquired gender and to be legally recognised.

Civil Partnership Act 2004 - This Act establishes a legal relationship when formed by two people of the same sex.

Employment Equality (Age) Regulations – These regulations came into force on 1 October 2006 and make it an offence for an employer to discriminate on grounds of age.

Gender Equality Duty 2007 - This places a legal obligation on all public bodies to eliminate unlawful sex discrimination and harassment, and to promote equality of opportunity between women and men.

Race Equality Duty 2006 - This places a legal obligation on all public bodies to pay 'due regard' to the promotion of eliminating unlawful discrimination; equality of opportunity and good race relations

The **Race Relations (Amendment) Act 2000 (RR(A)A)**, and the **Disability Discrimination Act 2005 (DDA)** impose a statutory general duty to promote race and disability equality, and to publish equality schemes setting out how they will do this.

Additionally, the **Sex Discrimination Act 1975 (Public Authorities) (Statutory Duties) Order 2006 (SDA)** requires public authorities to publish a gender equality scheme demonstrating their approach to the Gender Equality Duty. The aim of the duty is to make equality central to the way public authorities work, and to put it at the heart of policymaking, service delivery, and employment practice.

Under the “general” duties, in carrying out their functions, public authorities must have “due regard to the need to”:

- eliminate unlawful discrimination.
- promote equal opportunities for all
- promote good relations between people

In addition the DDA requires public authorities to:

- eliminate harassment because of disability
- take steps to take account of a persons’ disabilities, even where that involves treating them more favourably than others, and
- encourage participation by disabled people in public life.

The Gender Equality Duty also contains a requirement to address the causes of any differences between the pay of men and women that are related to their sex.

The “general” duties are supported by a number of specific duties. These include duties to produce and maintain race, gender and disability equality schemes and to collect and publish employment monitoring data.

These Equalities Duties are reflected in the CNPA’s Corporate Plan, in which two of the outcomes are related to equalities, internally and externally:

Implement internal equalities action plans	The Authority’s policies and procedures address any potential inequality of access to the organisation or the Park, while our operations fit with and are complementary to development of a strong, fair and inclusive society.
Encourage others to deliver equality action plans and meet best practice standards	All businesses, private, public and voluntary are actively encouraged to operate in a way that meets the highest equality standards to develop a strong, fair and inclusive society

CONTEXT OF THE CAIRNGORMS NATIONAL PARK

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

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

- **Delivering better outcomes** – National Parks, by more co-ordinated efforts of the public, private, community and voluntary sectors, can deliver more integrated and sustainable results in terms of environmental, economic and social benefits.
- **Developing solutions for rural Scotland** – National Parks provide the opportunity to develop and test innovative solutions to rural issues which can be applied to benefit other areas across Scotland. National Parks are an opportunity to develop and disseminate best practice that makes a difference to people living and working in rural Scotland.
- **Providing a Park for All** – National Parks offer excellent opportunities for people of all backgrounds, interests and abilities to enjoy, learn and benefit from these special places.
- **Promoting ‘The Pride of Scotland’** – National Parks represent Scotland’s most iconic landscapes and reflect the natural and cultural heritage that shapes our nation’s identity. They are national assets and by showing how people and place can thrive

together, National Parks can make a significant contribution to Scotland's national identity.

NATIONAL PARK DESIGNATION AND AIMS

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

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

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

- To conserve and enhance the natural and cultural heritage of the area;
- To promote sustainable use of natural resources of the area;
- To promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public;
- To promote sustainable economic and social development of the area's communities.

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

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

It does have regulatory powers to:

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

National Context

The CNPA's equalities work can make a significant contribution to delivering five out of fifteen of the Scottish Government's outcomes in the National Performance Framework, namely:

- We live longer, healthier lives.
- We have tackled the significant inequalities in Scottish society.
- We live in well-designed, sustainable places where we are able to access the amenities and services we need.
- We take pride in a strong, fair and inclusive national identity.
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

CAIRNGORMS NATIONAL PARK PROFILE AND DEMOGRAPHICS

The Cairngorms National Park is Britain's largest National Park, covering an area of 3800km². It is home to 16,000 people with a population density of 4.2 people per km². The major centres of population are Aviemore, Ballater, Braemar, Grantown-on-Spey, Kingussie, Newtonmore, and Tomintoul.

Tourism-related businesses account for about 80% of the economy, including activities such as ski-ing, walking, fishing, shooting and stalking, and it is thought that at least 500,000 people visited the Cairngorms in 2001 - 350,000 to Badenoch and Strathspey alone.

Four different Local Authorities are included within the Cairngorms National Park. These are Highland, Aberdeenshire, Moray and Angus. The table below gives a breakdown of what area of each Local Authority falls within the Cairngorms National Park, and what the percentage of the Park area falls into each Local Authority.

	Population	Area (km²)	Area of LA in CNP (km²)	% of LA land in CNP	% of CNP by LA
Aberdeenshire	226,871	6338.82	1448.80	23	38
Highland	213,000	26484.36	1660.33	6	44
Moray	86,940	2257.07	383.31	17	10
Angus	108,000	2204.24	323.99	15	8
CNPA		3816.54			

Each of the local authorities has statistics relating to equality which can be used to give a flavour of the demographics of the Cairngorms National Park area, although it may be helpful to note that all of the main centres of population in each of the local authorities falls outwith the National Park Boundary.

The following demographics are taken mostly from the 2001 Census and from information supplied on the local authorities' individual websites.

Disability

In Scotland as a whole, the 2001 census showed that one in five people (20.31%) have a disability or limiting long term illness.

Aberdeenshire

In Aberdeenshire the proportion of the population with a limiting long term illness or disability is 15.31%. Of the working age population 11.16% people have a limiting long term

illness. 0.38% of the Aberdeenshire population are registered blind or partially sighted; 0.66% of the population are adults with a learning disability known to the council; and 0.5% of the population accessed mental health services within the Aberdeenshire local authority.

Highland

In Highland the proportion of the population with a limiting long term illness or disability is 18%. According to a 2005 survey, 55% of working aged disabled people are in employment (compared with 46% nationally in Scotland).

According to Highland Council figures 1.47% of the population is either registered blind, partially sighted or visually impaired; 0.36% of adults are known to have a learning disability and it is estimated by Highland council that around 40,000 – 50,000 (18% of the population) are likely to experience mental health issues at some point.

Moray

In Moray the proportion of the population with a limiting long term illness or disability is 16.69%. No further detail about disability in the area was available.

Angus

In Angus the proportion of the population with a limiting long term illness or disability is 18.56%. No further detail about disability in the area was available.

Gender

In Scotland as a whole the gender split is 48.05% males, and 51.61% females, with the median age for men being 37 years and the median age for women being 39 years

	% Men	% Women	Median Male Age	Median Female Age
Aberdeenshire	49.57	50.43	38	39
Highland	48.97	51.03	39	41
Moray	49.97	50.03	37	40
Angus	48.39	51.61	39	42

In Scotland the workforce is made up of 47% women and 53% men. A pay gap exists within Scotland which sees women being paid on average 12% less than men for the same work, when comparing full time workers in the same jobs. Women working part time earn on average 35% less than men when comparing hourly rates of pay. (figures obtained from “Close the Gap” research in 2002. Close the Gap is an initiative working in Scotland, funded by the European EQUAL Initiative to raise awareness and capacity building in relation to the Pay Gap).

Ethnicity

In Scotland as a whole the average ethnic minority population is around 2% in total. The four local authorities represented in the Park are fairly consistent in having a minority ethnic population of around 0.8% each, and it should be noted that it is likely that the rural areas which fall within the park boundary are likely to have a lower percentage still, although accurate figures are not available for the Park area specifically.

Aberdeenshire

Those who identified themselves as coming from a minority ethnic group formed 0.8% of the population in Aberdeenshire. No statistics were available about gypsy and traveller populations, which are acknowledged by the local authority to form a significant part of the ethnic mix within Aberdeenshire.

84% of the Aberdeenshire population was born in Scotland and 3.15% were born outside the UK

Highland

Those who identified themselves as coming from minority ethnic groups formed 0.8% of the population in Highland. According to the census figures the largest defined ethnic minority groups are Pakistani and other South Asian communities and the Chinese community.

Approximately half the population in Highland live in the Inner Moray firth area, and around 72% of the people from ethnic minorities live in the Inverness, Ross & Cromarty and Nairn areas, all of which are outside the National Park boundary.

82% of the Highland population was born in Scotland and 2.83% were born outside the UK.

Moray

The total population in Moray is 86940, with 60% of the total population living in the five main towns outside the Park boundary. Those who identified themselves as coming from minority ethnic groups formed 0.8% of the population, and the Chinese community formed the largest defined ethnic group.

79% of the Moray population was born in Scotland, with 16% born in England and 3.47% born outside the UK. Moray has recently experienced increased inward migration, particularly from Portugal, Poland, Latvia and the Ukraine.

Angus

The population of Angus is just over 108,000 and those who identified themselves as coming from minority ethnic groups formed 0.8% of the population. The areas of Angus which fall within the National Park have the among the lowest general population figures, as well as the lowest percentages of ethnic minority populations within Angus.

88.33% of the Angus population was born in Scotland, with 8.95 born elsewhere in the UK, and 2.5% being born outside the UK.

DISABILITY EQUALITY

DEVELOPMENT OF THE CNPA DISABILITY EQUALITY SCHEME

Process

The development of this equality scheme has been led by the Education and Inclusion Manager and the HR Manager, with input from across the organisation. We have worked closely with the Highlands & Islands Equality Forum and Inclusive Cairngorms in particular.

Involving People With Disabilities

Since its inception the CNPA has been committed to ensuring that its policy is shaped by the views and advice of those with disabilities and groups who represent those of all abilities.

In 2003 an All Abilities Communications Network was established, with a remit to:

- To ensure that (CNPA) policy and best practice is well informed by the views of disabled people and their representative bodies who live in, work in and visit the area;
- To provide information and advice to the CNPA;
- To generate ideas to put forward to the CNPA Board on disability issues, not just on physical access.

This group continues to meet and in 2006 agreed to extend its remit to cover all aspects of equality and social inclusion as well as continuing to advise on disability equality. As a result of this change in remit it also changed its name to “Inclusive Cairngorms”.

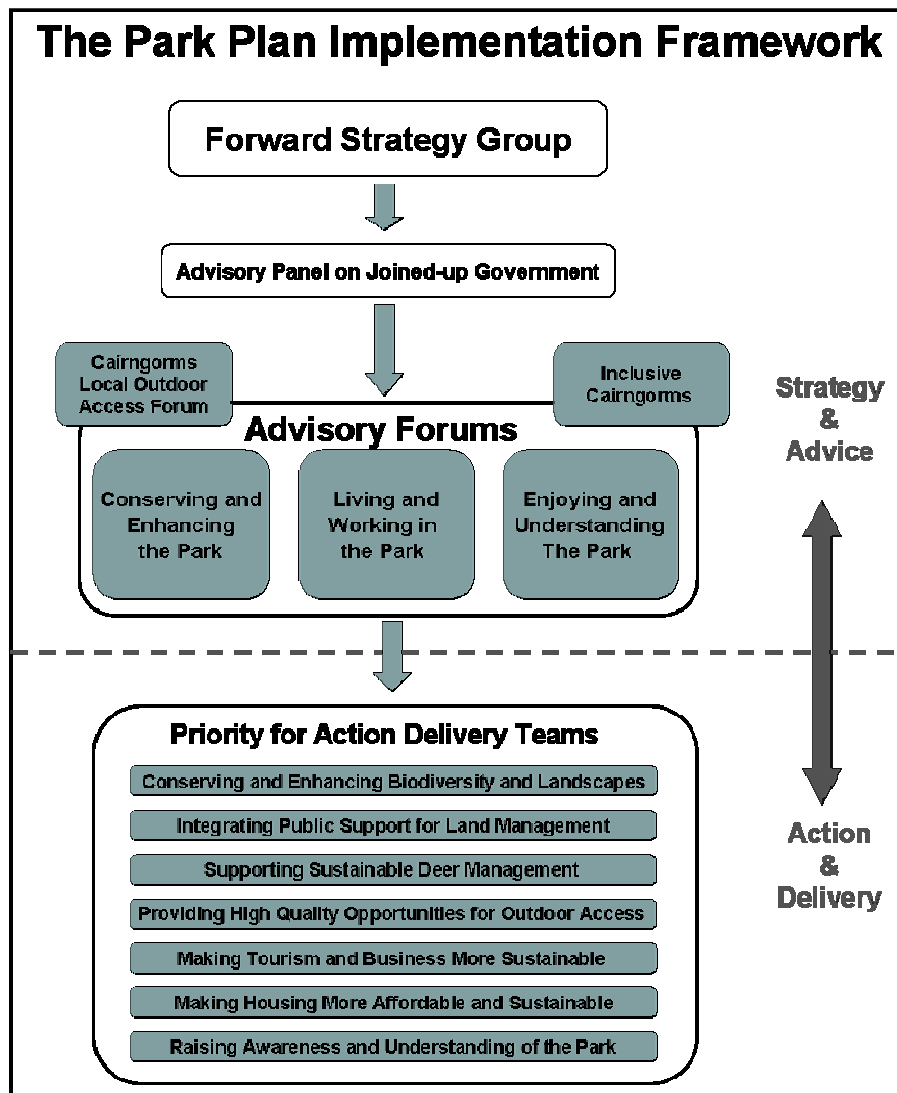
To date the CNPA has worked closely with the following organisations and will continue to do so in shaping the Park For All theme: Royal National Institute for the Blind (RNIB), Highland Disabled Ramblers, Aberdeenshire Council Social Services (learning disabilities), Scottish Disability Equality Forum, All Abilities Communication Network (sensory and physical disability advisory group for the CNPA), Cairngorms Local Outdoor Access Forum, Local Access Panels, Fieldfare Trust, Badaguish Outdoor Centre (strong focus on disability), Friends of Caberfeidh, Badenoch and Strathspey Community Care Forum, Capability Scotland, Upper Deeside Walking to Health, John Muir Award and the Big Issue Foundation.

Involvement with these groups has included consultation on development of policies, provision of funding to promote equality and inclusion and advisory groups to the National Park Authority

The Local Outdoor Access Forum (LOAF) is made up of a group of local representatives who provide advice to the CNPA on outdoor access rights, Rights of Way, and core paths throughout the National Park area. A place on this forum was set aside specifically for someone who could represent those with disabilities, to enhance the level of specific disability equality advice provided by the LOAF. The CNPA Outdoor Access Strategy

has been developed through a broad consultation which has included advice and information from the Cairngorms Local Outdoor Access Forum.

The LOAF and Inclusive Cairngorms are advisory forums along with three other forums who work closely with the CNPA. The diagram below shows how the Advisory Forums fit into the strategic planning process of the CNPA.



Widespread public consultations have taken place across the National Park in relation to a number of key issues. These have included the National Park Plan formation, Local Plan policy development and the Core Paths Plan. The most recent of these consultations (for the Core Paths Plan) were held in accordance with the National Standards for Community Engagement (developed by Communities Scotland), to encourage maximum participation from people of all abilities. Meetings were held in public buildings with good access for those with reduced mobility, and staff who arrange these meetings have access to guidance on arranging

accessible meetings. Publications and questionnaires were made available in large print format, information was provided on our website about consultations and how to be involved, and staff were available to speak to those who wanted more information.

In 2007-08, CNPA piloted a community consultation in Grantown on Spey; “Our Community, A Way Forward”. CNPA produced a toolkit to help communities to undertake their own consultations in the most inclusive manner using the National Standards for Community Engagement. It also included other innovative engagement methodologies including appreciative enquiry and community asset development. This process was driven by the local community themselves.

The CNPA also has a board member with a sight impairment who has been particularly active in ensuring that disability equality is at the forefront of decision making at both strategic and operational level within the organisation.

At a project development level, all applications to the Integrated Grants Programme are required to demonstrate how inclusion and equality issues are addressed. In addition, expenditure justification and project appraisal forms are being reviewed to ensure that these issues are also considered.

Feedback from all these sources has fed into and continues to shape the development of our strategy for promoting disability equality across the broad spectrum of policy development within the National Park Authority.

Gathering Further Information

Other activities that the CNPA is currently involved in or is planning include;

- Development of “Inclusive Cairngorms”, to improve use of members’ expertise and knowledge of disability and other equalities issues within CNPA, as well as benefits to member organisations.
- Formation of sub-committees within Inclusive Cairngorms to work specifically on the different strands of equality.
- Involvement of these sub-groups in carrying out prioritisation and impact assessment on CNPA policies.
- CNPA carried out a staff survey in 2005. This was analysed for any indications of areas of inequality in the six strands of equality. When the survey is repeated in the future it will be redesigned to capture more information which may be used to further develop equality measures.

- Ensure that our DES Action Plan takes account of our learning from disabled people and is updated and monitored on a regular basis.
- We recognise that some disabled people may experience difficulties with some of the language used by public bodies and we will work to remove these communication barriers, initially by training our staff in use of “Plain English”, and continuing to meet any further training needs identified.
- Equality monitoring at all stages of employment from selection and recruitment, through training, promotion, formal HR caseloads and leavers has been carried out for the last two years, and the information gathered from this is used to improve processes and assess where there may be barriers to equality.

Impact Assessment

CNPA will proactively identify aspects of our policies and procedures which may cause barriers to disabled people, and amend them accordingly to prevent any potential discrimination.

CNPA is in the process of developing a template for reviewing existing policies, practices and procedures and this will be used to assess new policies as they are developed. The aim of this is to ensure that all aspects of disability are considered in relation to our policies. This template will be reviewed in light of advice from disabled people, and in consultation specifically with the Inclusive Cairngorms Group.

The Disability Equality sub-committee of Inclusive Cairngorms will undertake impact assessments on our policies, and will work with CNPA staff to prioritise the policies to be assessed first. Representatives from across the CNPA will be attending training on how to conduct Equality Impact Assessment in July.

DELIVERY THROUGH THE NATIONAL PARK PLAN

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

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

The Guiding Principles of the National Park Plan are used to guide management and decision making in working towards all objectives of the plan and should be used as a checklist by all involved in its implementation. The Guiding Principles which are particularly relevant to Disability Equality are:

Social Justice – A Park for All

The benefits of the National Park should be accessible to all, regardless of economic, physical or social constraints. There should be a culture of inclusiveness that seeks to create opportunities for everyone in the National Park.

This is encouraged by:

- Raising awareness and understanding of the National Park and the opportunities to get involved, specifically with groups which may be excluded – particularly young people, people with disabilities (physical, learning and mental health disabilities) and those on low incomes.
- Working with organisations that represent the interests of socially excluded groups to gain a better understanding of their needs.
- Addressing the barriers to inclusion, such as transport, service cost and physical access constraints.
- Developing social inclusion initiatives which appeal to excluded and equalities groups to encourage participation.
- Providing information relevant to those with disabilities.

People Participating In The Park – A National Park For People

People within and outside the Park should be actively involved in shaping the National Park and its management, building their capacity to do so and encouraging active citizenship.

This will be encouraged by:

- Operating in an open, transparent and accessible environment where people can easily find any relevant information. In disability equality terms this will include making all information available in a range of formats. We currently ensure that all our publications and communications are available in large print, and we will undertake to provide Braille or audio tapes on request. We make as much information as possible available through our website, which has been designed to be as accessible as possible to those with disabilities. The National Park newsletter “Park Life” is available in large print and audio tape.
- Developing mechanisms which allow local communities and communities of interest to influence and engage with the decision making process and management of the Park. The All Abilities Communication Network was established to assist with fulfilling this, and there have been a range of other activities with local groups to encourage those with disabilities to engage with the National Park Authority in shaping the future of the National

Park. CNPA will continue to seek out disability interest groups and to work closely with them on a range of initiatives.

Managing Change – A National Park Open to Ideas

In an ever changing environment, the management of the National Park should be informed by the best available information to identify and effect positive change, and prepare for and mitigate the potential negative consequences of change that cannot be influenced.

- CNPA will seek to share information in a way which is accessible to those with disabilities and establish mechanisms for debate and discussion to achieve the best possible solutions to manage change within the Park.
- CNPA will seek to operate in an environment which is flexible, open and responsive to change and receptive to new ideas. It will continue to listen to and work with disability groups and individuals who have disabilities to effect positive change in the development of the National Park over the coming years.

Adding Value – A National Park That Makes a Difference

The collective efforts of all sectors in managing the National Park should be focussed on delivering positive and tangible outcomes for the people of the Park.

This will be encouraged by:

- Building trust and co-operation between different interest groups to establish the best way forward to achieve the park aims, including co-operation with disabilities groups and representatives.

In addition, disability equality is considered in a number of the Strategic Objectives and Priorities for Action in the National Park Plan.

Living and Working in the Park

Approximately 16,000 people live or work in the Park and the economic and social needs are similar to those throughout rural Scotland. The Park Authority has a strategic objective to promote the provision of local services which meet the needs of the local communities through community planning and other community development initiatives.

Community Planning and provision of local services

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

knowledge, needs and ambitions of communities and those with disabilities can be shared and realised.

Promoting Equality in Employment

Addressing barriers to employment uptake

The National Park area has relatively low unemployment and businesses can face difficulties in recruiting labour. However there are a number of barriers to employment which can affect those with disabilities. These can include poor transport, inflexibility of working hours, small businesses having limited resources to make adaptations in the work place and lack of training or knowledge of employment rights and abilities, and lack of affordable housing. CNPA will work in conjunction with other organisations to address some of these barriers. Transport issues will be covered later in the Action Plan. Training was provided in 2006 through the CNPA Land Based Business Training Project to 53 people working in land based businesses on disability awareness training “More than Ramps and Rails” and a further 11 have attended disability awareness training run by Equal Adventure. These training courses will continue to be a part of the Public Benefits training provided through the CNPA.

Within the CNPA

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

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

Promoting Access to Education and Vocational Training

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

Housing

The need to ensure greater access to affordable and good quality housing to help to create and maintain sustainable communities is a key challenge in the National Park. CNPA is working closely with Registered Social Landlords, Land owners, and other Public Bodies to

secure housing which is both affordable and accessible for those who wish to live and work in the National Park.

Transport & Communications

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

Work is continuing to improve local transport links and to encourage public transport providers to move to using accessible vehicles, such as low access buses which are more easily accessed by those with mobility difficulties. One of the buses used by the Heather Hopper service is now accessible.

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

Enjoying and Understanding the Park

Sustainable Tourism

The CNPA will work with tourism and outdoor recreation providers to improve and maintain the quality of experience in the National Park for all visitors. This will include working with providers to raise awareness of the needs of those with disabilities and supporting them in meeting these needs.

Information

Ensuring that visitors to the Cairngorms are aware of the range of opportunities, places to visit and things to do throughout the Park, and appreciate and respect its special qualities. All CNPA information leaflets are designed to standards which take disability requirements into account and are currently available in large print. They will be made available in Braille or audio versions as required.

Design of information and interpretation generally will take into account their accessibility for people of all abilities where possible.

Visitor information will be targeted at specific audiences and encourage responsible outdoor access, visitor safety and the health benefits of regular outdoor access. As well as promoting the special qualities of the Park, information will seek to promote the benefits of outdoor access.

CNPA will seek to support the Ranger services and land owners across the National Park to have a greater awareness of disability issues and how to provide access opportunities for all abilities. Training has been and will continue to be provided to ranger services and land owners in relation to the Scottish Outdoor Access Code, which specifically covers disability access and the use of specialist motorised vehicles for those with disabilities.

The Cairngorms Explorer visitor guide contains information about “access for all routes.” The 2009 guide is to include more comprehensive information for people with disabilities.

The CNPA will continue to provide information for publications such as “Walking on Wheels: 50 Wheel Friendly Trails in Scotland”. This publication details 12 routes within the National Park.

Access

CNPA is working on developing a co-ordinated approach to the sustainable management of high quality outdoor access and recreation by the public, private, community and voluntary sector interest

Support and encouragement for local community involvement in the planning and management of outdoor access throughout the Park. All consultation will be conducted in line with National Standards for Community Engagement.

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

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

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

Social Inclusion

The Cairngorms National Park should be a place where everyone can experience the benefits. The CNPA’s inclusion work is focussed on reaching beyond the individuals and communities who traditionally visit the National Park to socially excluded groups, and encourage them to engage with the Park. This applies particularly to young people, people

with disabilities and people on low incomes. The CNPA is committed to work with other partners who already operate in this field, to create opportunities through marketing, community engagement, improving access and developing learning and education outreach programmes.

This will include creating and promoting packages for specific user groups eg people with disabilities, with relevant and user friendly information about the Park which details what is on offer.

Ambassadors will use these materials to help promote the Park to excluded groups and a programme of activities will be developed to increase people's awareness and understanding of the area, for example through volunteering opportunities and the John Muir Award.

A joint Outreach project with Loch Lomond and the Trossachs National Park is currently being implemented, which will identify the barriers to young people, people with disabilities and those on low incomes engaging with National Parks and National Nature Reserves, and develop a sustainable outreach framework for National Parks.

BARRIERS TO PARTICIPATION

The following have been identified as the five general potential barriers to equality of access for those with disabilities in the Cairngorms National Park. Consideration of these is given in greater detail in the Action Plan itself.

Organisational Barriers

Equal opportunities for employment within the CNPA in terms of recruitment, work tasks, work terms and conditions can form barriers. Also the culture of the organisation needs to reflect its commitment at all levels to meeting the needs of people with disabilities within and outwith the CNPA.

Communication and Information

Provision of information in a range of formats, and appropriate use of language, eg Plain English, Easy Read, Braille, Audio which will ensure that it reaches and is useable by people of all abilities is crucial in involving everyone evenly in the benefits of the National Park.

Financial Limitations

Often there are a higher proportion of people with disabilities among those on lower incomes or among the homeless. Consideration of accessibility to the National Park for those on lower incomes therefore has close links with disability equality. This includes housing issues, employment, affordable transport, access to open spaces and visitor services, including information and interpretation of the National Park's cultural and natural heritage.

Physical barriers

Physical access to buildings, paths and other facilities around the National Park area are important considerations in ensuring equality.

Transport

Transport into and around the National Park for those of all abilities is an important consideration. This includes accessible public transport as well as suitable parking with accessible paths from car parks for those who use private vehicles.

Other considerations may include signage to facilitate entry to the National Park and being able to find places easily once inside the National Park

GENDER EQUALITY

DEVELOPMENT OF THE CNPA GENDER EQUALITY SCHEME

Process

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

Progress to Date

The focus groups highlighted some areas of good practice which are already in place, and which we intend to build on through our action plan. We will continue to identify areas for improvement in all aspects of equality and diversity.

Involving the Community

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

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

Gathering Further Information

New contacts have been made through the focus groups, eg with people from the transgender community and we will involve them in future reviews of our GES and action plan. As CNPA builds relationships with its partners and Park service providers, any new gender related issues can be brought to light and incorporated into future GES reviews.

Impact Assessment

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

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

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

DELIVERY THROUGH THE NATIONAL PARK PLAN

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

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

Social Justice – A Park for All

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

Managing Change – A National Park Open to Ideas

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

Adding Value – A National Park That Makes a Difference

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

Living and Working in the Park

Community Planning and provision of local services

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

Housing and Planning Services

Making housing more affordable and sustainable is a key action within the National Park Plan. Those on low incomes, especially women (who are statistically likely to earn less than men) and people who only have one household income, need affordable housing. In general, housing is not a gendered issue, other than the fact that socially affordable housing would support women indirectly because of their low income.

The housing planning process should be open, transparent and consider gender equality in terms of allocations.

Promoting equality in employment

Within the Park

The National Park area has relatively low unemployment and businesses can face difficulties in recruiting labour. However there are a number of potential barriers to employment. These can include poor transport, inflexibility of working hours, small businesses having limited resources support flexible working, lack of training or knowledge of employment rights, and lack of affordable housing. CNPA will work in conjunction with other organisations to address some of these barriers and where possible work with organisations to address gender bias created by these barriers.

Within the CNPA

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

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

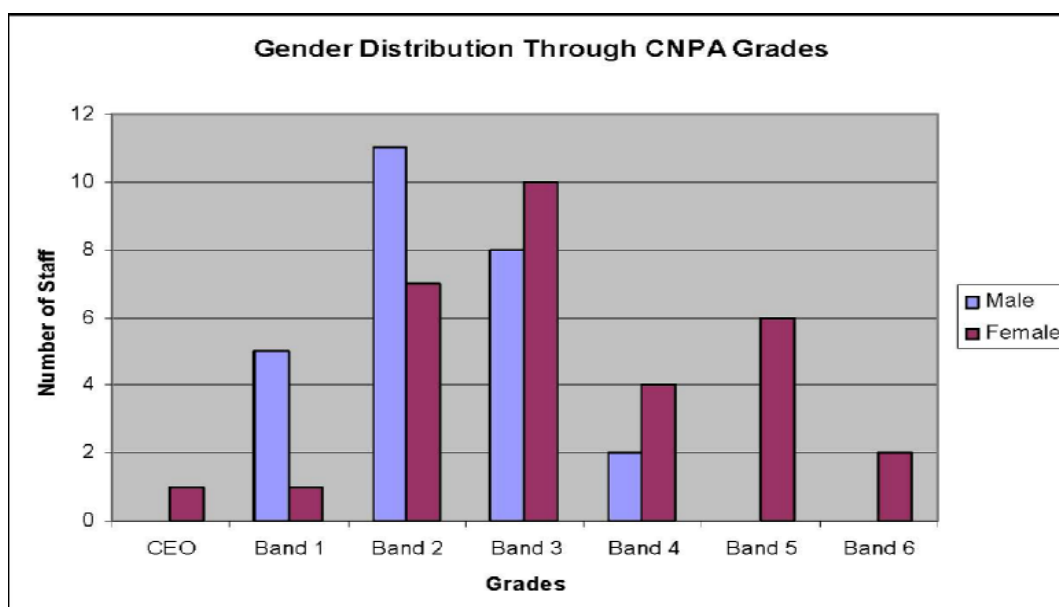
Flexible working practices underpin our HR policies, and many of the benefits we offer already go beyond our legal obligations as an employer. We offer a flexi-time system, an enhanced level of maternity pay, career breaks, special leave and home working policies which are all designed to aid those with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

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

1. Gender segregation within the CNPA staff

All the Admin staff within the CNPA are female and there was a perception that females were under-represented in departments outside administration. The distribution of staff throughout the organisation is shown in the graph below. There was some discussion in the focus group about ensuring that Admin staff were aware of the career paths open to them, and about how to encourage male applicants for admin posts which are more traditionally seen as female dominated. This is reflected in the Action Plan Aim 2, Objectives 2 & 3.

Family friendly policies are a high priority within CNPA and are there to support both male and female staff with childcare and other caring responsibilities. It is generally recognised that currently more women than men are affected by childcare issues in society, and this is one of the areas in which CNPA tries to promote equality of opportunity. By assisting both men and women with childcare responsibilities to balance domestic responsibilities with work requirements people are encouraged to apply for higher level posts within the organisation, where domestic responsibilities may otherwise have prevented this.



2. Working With the Wider Community to Promote Equal Opportunities

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

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

3. CNPA policies generally

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

4. Engagement with transgender, gay and lesbian community

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

Promoting Access to Education and Vocational Training

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

Transport & Communications

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

The lack of services within the Park appears to impact more on women than men, as fewer women have driving licences and because it is more common for the man of the household to use the family car for commuting. In addition those on lower incomes are more likely to be women, and this social group is less likely to own a car. Women with young families at home face additional challenges in being able to access public transport services.

Because of lack of services or affordability, there can be personal and road safety implications for people who have to travel on foot in rural areas, and again there is evidence that these are more likely to be women who do not have the same access to a car. Similarly there may be personal safety concerns amongst women and transgender people arising from a lack of awareness amongst public transport service providers on gender issues.

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

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

Enjoying and Understanding the Park

Sustainable Tourism

Tourism plays a key role in supporting economic growth, encouraging enjoyment and understanding of the National Park and in helping to promote Scotland on a world stage as a place to live, work and enjoy. The CNPA will work with tourism and outdoor recreation providers to improve and maintain the quality of experience in the National Park for all visitors.

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

Likewise some women are concerned for their personal safety when mountain biking alone or with their children.

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

Information

Information is important in ensuring that visitors to the Cairngorms are aware of the range of opportunities, places to visit and things to do throughout the Park, and appreciate and respect its special qualities

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

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

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

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

Access

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

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

Social Inclusion

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

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

Ambassadors will use these materials to help promote the Park to excluded groups and a programme of activities will be developed to increase people's awareness and understanding of the area, for example through volunteering opportunities and the John Muir Award Outreach projects include working with young single-parent mothers and we are developing links with the Women at Work network.. The John Muir Award has worked with groups such as Fairbridge in enabling disadvantaged young women to engage with the Park.

Conclusion

There is a need for CNPA to remain a vigilant guardian of good practice and to lead the way in promoting equality of opportunity for all, particularly with our partners, Park service providers and users.

RACE EQUALITY

DEVELOPMENT OF THE CNPA RACE EQUALITY SCHEME

Process

The development of this scheme has been led by our Education and Inclusion Manager and our Human Resources Manager, with input from across the organisation. Externally there have been contributions from members of the Inclusive Cairngorms group and other partner organisations with an interest in promoting good relations between people from different race and cultures.

Progress to Date

The main actions that underpin the commitment of the CNPA to promote race equality have been developed by CNPA staff in consultation with “Inclusive Cairngorms” and other organisations that specifically promote best practice in this area. This is built on existing areas of good practice which are already in place including reviewing our staff hand book regularly to ensure that adequate guidance is available on all equality issues.

As part of the restructuring of Inclusive Cairngorms, we have widened our existing networks and data bases to include more racial equality groups, and migrant worker groups. We will continue to identify areas for improvement in all aspects of equality and diversity through our action plan.

Involving the Community

To date the CNPA has worked closely with many organisations in shaping the Park For All theme, and will continue to do so. Our Inclusive Cairngorms group, which seeks to promote social inclusion in the National Park, represents a diversity of organisations and interests. Those relevant to race issues include: Black Environment Network, Backbone (Black and minority ethnic outdoor recreation agency), Local Authority Equalities officers, Highlands and Islands Equality Forum, and other community groups. Involvement with these groups has included consultation on development of social inclusion policies, provision of funding to promote equality and inclusion, and provision of equalities advice to the National Park Authority.

In developing the Race Equalities Scheme, a Sub group of Inclusive Cairngorms was formed to take it forward, with assistance from Highlands and Islands Equality Forum. Backbone project (Black and Minority Ethnic outdoor recreation agency) held an event in October 2007 (funded in part by the CNPA) identifying barriers and ways of addressing them that Black and Minority Ethnic groups face in visiting the “Cairngorms National Park”. Many of these have

been incorporated into our RES Action Plan. Subsequent projects are developing from this event including training for leaders from minority ethnic groups in Inverness and Dundee.

Internally, the CNPA has an Equalities Working Group which is responsible for overseeing the production and implementation of our equalities schemes, and has representation from across the organisation including Economic and Social Development, Corporate Services and Communications.

Our 60 staff come from a wide mix of backgrounds and individually or collectively can offer a useful sounding board for discussing equalities issues. This is facilitated through the Staff Consultative Committee where equalities issues are a standing item on the meeting agendas.

Impact Assessment

CNPA aims to proactively identify aspects of our policies and procedures which may cause barriers to people from differing ethnic backgrounds, and to amend policies accordingly to stave off any potential discrimination.

CNPA is in the process of developing a template for reviewing existing policies, practices and procedures and this will be used to assess new policies as they are developed. The aim of this is to ensure that any issues of race are considered in relation to our policies. This process may already be partly addressed through the Park for All section in Board papers. However race is not specified (nor are the other equality strands), so this should be highlighted in the guidance to writing Board Papers. (see Action Plan)

This template will be reviewed in light of advice from representatives from race equality organisations, and in consultation specifically with Inclusive Cairngorms.

It is intended that a sub-group of Inclusive Cairngorms will undertake impact assessments on our policies against the various equalities strands including race, disability and gender. This group will work with CNPA staff to prioritise the policies to be assessed first.

DELIVERY THROUGH THE NATIONAL PARK PLAN

Social Justice – A Park for All

The CNPA has established links with inclusion and equalities groups and interests, and will continue to involve them in creating opportunities for everyone to engage with the Park. This has actively sought to broaden its networks to include groups and individuals from diverse ethnic and cultural backgrounds. The Cairngorms on a Shoestring project is an example of engaging with groups who find it difficult to access the Park due to low incomes. This could include Black and Ethnic Minorities who may be on low income if they experience marginalisation from society.

People Participating In The Park – A National Park For People

The CNPA has established links with inclusion and equalities groups and interests, and will continue to involve them in shaping the Park and its management. This includes amongst others, people from different racial groups. Within the Park area to our knowledge -the existence of different racial groups is low, so our interaction with these groups tend to be focussed on those from outwith the Park, so that we can better accommodate the needs of visitors from a range of ethnic backgrounds.

Managing Change – A National Park Open to Ideas

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

Adding Value – A National Park That Makes a Difference

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

Living and Working in the Park

CNPA seeks to ensure that the work done with those living and working in the park engages people from all the communities and ethnic backgrounds present in the local area by being inclusive when engaging with the local community, adopting the National Standards for Community Engagement. However there is relatively little information available on the numbers of people from different ethnic backgrounds living and working in the Park. This information would provide useful baseline data to enable the CNPA to assess how to promote equality of opportunity and better relationships between ethnic groups.

Community Planning and provision of local services

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

Promoting Equality In Employment

The National Park area has relatively low unemployment and businesses can face difficulties in recruiting labour. There is little information available about the employment statistics for the ethnic minority populations within the Park area. There is much anecdotal evidence of recent inward migration of people from Eastern Europe, particularly Poland to work within the National Park area.

Within the CNPA

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

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

We have also advertised in “Ethnic Britain” and the “BEMIS” year planner to encourage people from ethnic backgrounds which are currently under-represented within our workforce.

Enjoying and Understanding the Park

Sustainable Tourism

Tourism plays a key role in supporting economic growth, encouraging enjoyment and understanding of the National Park and in helping to promote Scotland on a world stage as a place to live, work and enjoy. The CNPA will work with tourism and outdoor recreation providers to improve and maintain the quality of experience in the National Park for all visitors.

A first step to help gauge what is required for meeting the needs of ethnic visitors to the Park was a consultation event held in October 2007 involving community and youth leaders who work with Black and Ethnic minority groups out with the Park.

In order to address any of the issues for these groups it is useful to know the actual numbers or demand for these groups to access / experience the Park. This baseline data on numbers of visitors from different racial or ethnic groups taking part in various activities in the Park can then be used to help to plan what is required to improve their experience.

Information

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

The Park Plan states that visitor information will be targeted at specific audiences and encourage responsible outdoor access, visitor safety and the health benefits of regular

outdoor access. As well as promoting the special qualities of the Park, information will seek to promote the benefits of outdoor access.

CNPA will seek ways to support the ranger services, land owners, tourism and outdoor recreation providers across the National Park to have a greater awareness of racial equality issues and how to provide access opportunities for all.

CNPA will respond to requests for publication of information and leaflets in other languages and in different formats in order to support race equality. Due to the cost of translation and publications in potentially several different languages, it is more efficient to respond to requests on an ad hoc basis.

Access

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

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

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

Social Inclusion

The Cairngorms National Park should be a place where everyone can experience the benefits. The CNPA's inclusion work is focussed on reaching beyond the individuals and communities who traditionally visit the National Park, to socially excluded groups or those who may not have considered using the Park, and to encourage them to engage with the Park. The CNPA is committed to work with other partners who already operate in this field, to create opportunities through marketing, community engagement, improving access and developing learning and education outreach programmes.

This will include creating and promoting packages for specific user groups with relevant and user friendly information about the Park which details what is on offer, eg through "Cairngorms on a Shoestring", a publication which gives details of budget options for travelling around and staying within the Cairngorms National Park.

Ambassadors will use these materials to help promote the Park to excluded groups and a programme of activities will be developed to increase people's awareness and understanding of the area, for example through volunteering opportunities and the John Muir Award.

Conclusion

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

There is scope for gathering further baseline information on racial groups, including residents and people visiting the Park, and to analyse where the blockages are to the racial diversity of the area and beyond in accessing life and work in the Park.

In addition, the CNPA will look for innovative ways to promote good relations between different racial groups – not just between black and white.

CNPA DISABILITY EQUALITY ACTION PLAN**(December 2006 – December 2009)****Update June 2008****Aim 1 – To promote equality of opportunity between disabled persons and others.**

Outcome	Action	Timescale	Accountable	Update June 2008
Objective 1 CNPA staff and Board to be aware of disability issues and how they can promote equality	1. All staff and Board to be trained in awareness of disability issues and how to ensure accessibility to our services for those with disabilities	by end 2007, repeated at 2 year intervals. Build into induction programmes of new staff and Board	HR Manager/ Social Inc. Officer	Disability awareness training implemented attended by 50 staff and 3 Board members. Further training planned for new staff, and board members through 2008/09.
Objective 2 Public and private meetings set up by CNPA should have the highest levels of accessibility possible for those with disabilities	1. Guidance made available to all staff and external presenters on how to hold accessible meetings, 2. Register built up of accessible venues in the Cairngorms area.	1. Ongoing from 2006 2. By Dec 2007	1.Social Inclusion officer/ Communications officer 2. Admin Support	1. Template piloted and evaluated for Park for All conference in Nov 07. Guidance will be incorporated into Corporate Style Guidelines July 08. 2. Register of venues and village halls held and kept up to date by CNPA Admin team.
Objective 3 To develop a system for the impact assessment of CNPA policies and	1. Developing Equality Impact assessment system in conjunction with GES and RES Action Plans 2. Identify and prioritise CNPA	1. July 2007 2. Oct	Education & Inclusion Manager	1.Training scheduled for July 08 involving staff from all CNPA groups, Inclusive Cairngorms and SNH. 2. Prioritising will follow. Actual

<p>procedures to ensure that disability equality is considered in all policy development</p>	<p>policies and procedures for impact assessment based on consultation with Inclusive Cairngorms Group</p> <p>3. Evaluate guidance on completing Park for All section in Board papers (which will contribute towards impact assessment of new policies)</p> <p>4. Set out a timetable for review of high / medium / low priority policies and how regularly they should be reviewed thereafter:</p> <p>5. Inclusive Cairngorms Group to be involved in impact assessment of policies to ensure that we understand things from the perspective of a wide mix of disabled people</p> <p>6. Consultation with Inclusive Cairngorms over further areas of development to promote disability equality across all policy areas.</p>	<p>2007.</p> <p>3. March 2008</p> <p>4. April 2008</p> <p>5. April 2007.</p> <p>6. Ongoing throughout 2006-09</p>	<p>3 Head of Strategy and Communications</p>	<p>implementation of impact assessment pushed back due to complexities in getting it right (not fully appreciated when Action Plan was written) and to allow fuller involvement of Inclusive Cairngorms Group.</p> <p>3. Review of Board paper format to be complete by Sept 08. This will include more detailed guidance on completing Park for All section to include equalities considerations.</p> <p>4. Will follow IA training in July 08.</p> <p>5. See 1 above</p> <p>6. Inclusive Cairngorms have input into assessing accessibility of CNPA building and new reception area, and had a substantial input into the Park For All conference on Community Transport in October 2007. (Overall conference design, designed disability workshops, and informed pre conference information and evaluation of conference).</p>
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<p>Objective 5 CNPA to be able to demonstrate the effects of the National Park Plan delivery on disability equality</p>	<p>1. Monitoring mechanisms to be built into the National Park Plan to ensure that disability equality is measured.</p>	<p>December 07</p>	<p>Strategic Planning and Policy Officer</p>	<p>Monitoring mechanisms will be developed to impact assess the guiding principles in the Park Plan following the training in July 08. The CNPA's performance can be measured by the Corporate Plan, which includes outcomes related to the CNPA Equality Schemes</p>
<p>Objective 6 To ensure that CNPA written communications are appropriate for those with disabilities</p>	<p>1. All CNPA materials should meet design specifications for legibility. 2. All leaflets to be available in large print. Requests for Braille and audio tapes will be accommodated. 3. Staff will be trained in the use of Plain English 4. CNPA to work towards producing all literature in Plain English.</p>	<p>Ongoing through 2007.</p>	<p>Head of Strategy and Communications</p>	<p>1. All leaflets have been reviewed for legibility. Use of matt paper noted for future publications. New corporate typeface has been adopted, and approved by the Scottish Accessible Information Forum, as part of Corporate Style Guidelines to be rolled out in July 08. 2. All CNPA Corporate leaflets are available in large print and audio tape on request. Decision taken that Braille would only be provided if Audio tape was not a practical option due to cost implications. 3,4. Guidance on use of Plain English has been developed by the Comms team as part of staff induction.</p>

Aim 2 – To eliminate unlawful discrimination.

Outcome	Action	Timescale	Accountable	Update June 2008
Objective 1 To ensure that no policies of CNPA create unlawful barriers for people with disabilities	1. Impact assessment of all new policies to be undertaken using the template developed (see Aim 1)	Oct 07 – Apr 08		Delayed until July 08 (see Comments in Aim 1), due to training availability.
Objective 2 To ensure that CNPA recruitment and employment policies are not discriminatory	1. All recruitment, promotion, resignations, training access, disciplinary and grievance procedures are monitored in relation to disability equality. 2. Remedial action to be taken immediately should any policy be found to cause inequality. 3. Promote awareness of our current policies for dealing with bullying and harassment of staff. 4. Ensure current policies allow for the assessment of employment related incidents and any relation they may have to disability.	1. Ongoing from Dec 06 2. Review Oct 07 3. Ongoing from Dec 06 4. Review Oct 07	HR Manager	1. Done and ongoing. A full report of the results of this will be published on our website at the same time as the Equality Schemes. In addition CNPA has recently signed up to the Positive About Disability “two ticks” symbol. 2. Reviews identified no remedial actions to be taken, except ensuring that job ads specify that application forms are available in other formats. 3. The staff Handbook contains full details about CNPA’s policies in this area. It has been reinforced in training and will continue to be, and also forms part of the HR induction process for new staff. 4. This is now built into the processes and is reported on an annual basis. To date we have not had any incidents to report on.
Objective 3 To ensure that CNPA buildings allow suitable access for those with	1. To conduct an audit of CNPA buildings for accessibility 2. To consider areas for improvement	1. Oct 07 2. Dec 07	Business Support Officer	<i>This objective refers to people with sensory or physical disabilities.</i> 1. Access Audit of CNPA main building undertaken by Capability Scotland. Inclusive

<p>physical disabilities (for staff and visitors)</p>	<p>3. To take action to improve areas according to affordability and value for money. 4. To provide safety briefing at start of meetings covering fire exits, safety procedures</p>			<p>Cairngorms to be involved in auditing Ballater office in summer 08. 2 & 3. Some recommendations have already been acted on, others are feeding into redesign of reception area, and other works are planned for early 2008. 4. This will be included in Accessible Meetings guidance to be issued to staff in July 2008.</p>
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Aim 3 – To eliminate harassment of disabled people that is related to their disability.

Outcome	Action	Timescale	Accountable	Update June 2008
<p>Objective 1 For CNPA to be aware of any areas where current problems exist in relation to harassment</p>	<ol style="list-style-type: none"> 1. Staff survey to be developed so that staff can comment anonymously on any current issues. 2. Where issues are identified, solutions to be developed in consultation with Inclusive Cairngorms Group. 	<ol style="list-style-type: none"> 1. Dec 07 	HR Manager	<ol style="list-style-type: none"> 1. We decided that a full staff survey would be the most appropriate way to survey staff on a full range of work issues, including all the main equalities strands. To allow development of a more comprehensive survey this was postponed to late 2008/ early '09. CNPA was awarded IIP status during 2008 and staff have already been interviewed extensively about their employer's general effectiveness. We preferred to delay the surveying to avoid survey fatigue among staff.
<p>Objective 2 For staff and Board to have a good understanding of disability issues, legal requirements and best practice so that they can promote positive attitudes and challenge harassment if they come across it.</p>	<ol style="list-style-type: none"> 1. Training for staff and Board members to be provided on disability equality 	<ol style="list-style-type: none"> 1. Apr 08 	HR Manager	<ol style="list-style-type: none"> 1. Completed for 90% of staff – Further training for new joiners, other staff and Board members will be ongoing.

Aim 4 – To promote positive attitudes towards people with disabilities

Outcome	Action	Timescale	Accountable	Update June 2008
<p>Objective 1 CNPA staff and Board to be able to positively influence the policy areas of other organisations in relation to disability equality</p>	<p>I. Those staff and Board members whose work involves influencing policy areas which impact on disability equality will be trained in disability awareness and how to incorporate this into policy.</p>	<p>I. April 08</p>	<p>HR Manager</p>	<p>I. Training programme 90% complete.</p> <p>CNPA have influenced other organisations with respect to good practice in planning and holding accessible meetings.</p> <p>Plans to measure the impact of Inclusive Cairngorms on member organisations through Equality Impact Assessment.</p> <p>SNH staff regularly attend Inclusive Cairngorms meetings for information / advice to feed into their equalities work.</p>

Aim 5 – To encourage participation by disabled people in public life.

Outcome	Action	Timescale	Accountable	Update June 2008
<p>Objective 1 People with disabilities are actively involved in advising CNPA on policy development</p>	<ol style="list-style-type: none"> 1. Inclusive Cairngorms Group to continue to provide advice and information to help to shape future development of disability equality. 2. CNPA to continue to support this group with secretariat support and regular contact 	<ol style="list-style-type: none"> 1. Dec 06 and on-going 2. Dec 06 and ongoing 	Education & Inclusion Manager	<ol style="list-style-type: none"> 1. Inclusive Cairngorms Group continued to meet on a quarterly basis. A Development Plan has been drafted to identify ways to raise their profile and usage within CNPA and within member organisations. They have continued to raise awareness of barriers and specific issues, have contributed directly to the Core Paths Plan and Outdoor Access provision, resulting in an all abilities trail in the local woods, and a community needs initiative consultation for access in and around Grantown on Spey. 2. CNPA has continued to support the group with secretariat support and funding for running costs. 3. Joint Outreach Research project with Loch Lomond and Trossachs NPA involving disability pilot project which will identify barriers to accessing NPs and actions to address them.

<p>Objective 2 To ensure that barriers do not exist for those with disabilities who wish to take part in CNPA Consultation exercises</p>	<p>1. All consultation exercises carried out by CNPA to follow the National Standards for Community Engagement drawn up by Communities Scotland – as far as possible within financial constraints.</p>	<p>1. Dec 06</p>	<p>Management Team</p>	<p>1. Both Core Path Planning process and the Community Needs Initiative pilot in Grantown and Spey have followed the National Standards for Community Engagement, including targeting disabled people specifically for consultation</p>
<p>Objective 3 CNPA public meetings will be accessible to those with disabilities</p>	<p>1. All CNPA public meetings will be held in buildings which are accessible to wheelchair users unless this is absolutely unavoidable. 2. Notices of public meetings will invite people to contact CNPA in advance to discuss any special requirements 3. Hearing loop facilities will be provided at public meetings. 4. Where possible, teleconferencing will be encouraged as an alternative to face to face meetings if this makes it easier for people to be involved in meetings.</p>	<p>Dec 06 and ongoing.</p>	<p>Board Support and Secretariat</p>	<p>1. Public meetings are held in buildings which are accessible unless absolutely unavoidable. Accessible meetings guidance developed, and register of venues and their accessibility kept. 2. This is done for all public meetings 3. Hearing loop facilities are provided for all public meetings. 4. As well as teleconferencing the CNPA is currently exploring the possibility of using video conferencing as an alternative to face to face meetings</p>
<p>Objective 4 CNPA published materials</p>	<p>1. CNPA Staff will be trained in the use of “Plain English” to promote</p>	<p>1. April 2008</p>	<p>HR Manager</p>	<p>1. Guidance is available to staff on use of Plain English, and training is planned</p>

<p>will be easily accessible to people of all abilities.</p>	<p>good communication which is accessible to all.</p> <ol style="list-style-type: none"> 2. Publications will conform to design specifications for legibility. Information for the public will be made available through our website to improve accessibility. 3. Braille and audio cassettes will be made available on request as an alternative to printed publications 	<ol style="list-style-type: none"> 2. Dec 2006 3. Dec 2006 4. As requested from Dec 2006 	<p>Head of Strategy and Communications</p>	<p>during 2008.</p> <ol style="list-style-type: none"> 2. Corporate publications conform to design specifications for legibility. New corporate typeface has been adopted – Gill Sans 12 point, approved by Scottish Accessible Information Forum. New web portal being developed for the National Park with all pages meeting all WAI accessibility Level A or Priority 1 guidelines, and most guidelines at Level AA or Priority 2. Revised corporate website will conform to Priority 3 guidelines. 3. Audio cassettes will be made available on request as an alternative to printed publications
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Aim 6 – To take steps to take account of disabled people’s disabilities even when that involves treating disabled people more favourably than others.

Outcome	Action	Timescale	Accountable	Update June 2008
<p>Objective 1 To ensure that all disabled people who wish to work for CNPA - either as staff or Board members - are able to access the appropriate supports during the recruitment process and in subsequent employment with CNPA</p>	<ol style="list-style-type: none"> 1. Inclusive Cairngorms to advise on whether current recruitment advertising is creating barriers for those with disabilities 2. CNPA to ensure that the application forms are available in different formats, and that this is advertised 3. Those invited to interview will be encouraged to state any special requirements, and these will be accommodated whenever possible. Where requests cannot be accommodated, CNPA will work with the candidate to find suitable alternative solutions. 4. On appointment, CNPA will work closely with any disabled employee to assess and provide support proportionate to their needs. 	<ol style="list-style-type: none"> 1. July 07 2. April 07 3. Dec 06 4. Dec 06 and on-going 	<p>HR Manager</p> <p>HR Manager</p> <p>HR Manager</p> <p>HR Manager</p>	<ol style="list-style-type: none"> 1. Advice has been sought on this subject and feedback has been very positive. We will continue to refer back to Inclusive Cairngorms for advice on further improvements, and make adjustments to recruitment policy accordingly. In June 2008 CNPA signed up to the Positive About Disability symbol through Jobcentre Plus and is looking at other ways of working with Jobcentre Plus in future. 2. Application forms are available in different formats, and adverts state that applicants should contact CNPA if they require the application form in a different format, or wish to discuss other adjustments to the recruitment process. 3. Any applicant with a disability who meets the essential criteria for the job will be interviewed, and our adverts now state this.

				<p>Interviewees are asked in advance about special requirements. No requests have been made in 2007.</p> <p>4. <i>This action point relates to both employees and Board members.</i> One member of staff has identified a future need relating to disability and CNPA is currently assessing assistance available.</p> <p>We are now drafting a retention policy stating how CNPA will support any member of staff who becomes disabled in the future.</p>
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GENDER EQUALITY ACTION PLAN**(July 2007 – July 2010)****Update June 2008****Aim 1 – To Eliminate Unlawful Discrimination and Harassment.**

Outcome	Action	Timescale	Accountable	Update June 2008
Objective 1 Develop Equality Impact Assessment system in conjunction with DES Action Plan	1. Complete work on IA template and roll out to all departments in CNPA	March 2008	Education and Inclusion Manager	1. Equalities Impact assessment training scheduled for July 08, involving staff from all Groups and SNH. Delay due to availability of specialist trainer.
Objective 2 Equal Pay Audit and review every 2-3 years.	1. Conduct equal pay audit of our paycales and salaries across the organisation, and repeat this process every 2-3 years 2. Address any imbalance in the annual pay review process.	December 07 Annual	HR Manager	1. This was done in December 07, and results published to the Staffing & Recruitment Committee of the Board. No issues of inequality were identified, but we will continue to monitor every 2-3 years. 2. Annual pay review has maintained the current balance in pay
Objective 3 Ensure all staff are trained adequately in gender equality awareness, giving priority to	1. Build equality awareness into management training programmes 2. Ensure that all staff understand equality and diversity good practice	December 2007 and ongoing	HR Manager	1. Middle and Senior Management have undertaken management/ leadership development over the past 2

<p>training managers on terms of recruitment and managing staff</p>	<p>and how to identify particular equality issues such as gendered issues. Raise awareness of direct and indirect discrimination, harassment and victimisation and what to do should they witness them,</p> <ol style="list-style-type: none"> 3. Ensure that all staff involved in recruitment are trained in their specific responsibilities in regard to equality 4. Ensure clear guidelines for the reporting and management of any discriminatory practice 			<p>years which has involved communication and leadership. Gender equality was not specifically part of the programme, but issues of dignity and respect were covered. Further leadership development is scheduled to be rolled out for the rest of the CNPA over the next 18 months.</p> <ol style="list-style-type: none"> 2. The appraisal system is designed to encourage managers and staff to be aware of equality issues, and there is now guidance specifically relating to equality in both managers' and staff's appraisal guidance notes. 3. All staff involved in interviewing are given coaching and direct guidance on all issues relating to equality in recruitment. 4. Staff are made aware of company policy during the induction process, through the
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				appraisal guidance and in the staff handbook. A culture of respect and dignity is strongly promoted across the organisation and the HR manager or the Employee Assistance Helpline are promoted as support mechanisms for staff to report issues.
<p>Objective 4 To ensure Park service providers are aware of and understand the needs of different equality groups, including personal safety concerns</p>	<ol style="list-style-type: none"> 1. Education and awareness training of Park service providers and public re gender equality. HIEF can provide this awareness-raising and follow-up bespoke training 2. Support councils to improve public toilets eg re baby changing facilities for men, safety measures 3. Support community safety training in rural areas and look at ways of disseminating information to target certain groups 	<ol style="list-style-type: none"> 1. general roadshow type event each calendar year with training supplied on request 2. Dec 08 3. Sept 08 	<p>Social Inclusion officer, Training Project Manager</p>	<ol style="list-style-type: none"> 1,3 Developing equalities awareness courses to be run through CNPA training project in autumn 08. 2. CNPA to contact Local Authorities to highlight this issue – for them to take into account when improving facilities.

Aim 2 – To Promote Equality of Opportunity.

Outcome	Action	Timescale	Accountable	Update June 2008
<p>Objective 1 Ensure equality of opportunity to access training</p>	<p>2. Continue to audit training provision and uptake of training opportunities. Ensure equality of access between genders by offering gender specific training if required.</p>	<p>Ongoing, report annually.</p>	<p>HR Manager</p>	<p>1. Training access report completed and showed no issues over equality of access. This was also highlighted in our IIP report in April 08. We will continue to monitor and report annually.</p>
<p>Objective 2 Ensure male, female and transgender staff are equally encouraged to take up training and career development opportunities.</p>	<p>1. Update appraisal guidance to include a section on equality. 2. Provide information about training and career development opportunities to all across the organisation.</p>	<p>1. September 07</p>	<p>HR Manager</p>	<p>1. This has been done and will be further reinforced through future training of staff and managers. 2. CNPA now has dedicated training support, so that training opportunities are made available to all staff. This contributed to successful IIP accreditation.</p>
<p>Objective 3 To promote a good gender balance throughout all levels of the organisation.</p>	<p>1. Job advertisements at all levels will promote equality of opportunity 2. Staff at all levels will be encouraged to seek career development opportunities equally through the appraisal system, with information on career paths available, particularly for</p>	<p>September 07 October 07 and ongoing</p>	<p>HR Manager</p>	<p>1. We make a statement of equality in our adverts and promote equality internally. 2. This is done through the appraisal system and audited by the HR Manager. The HR manager also seeks to</p>

	<p>admin staff.</p> <p>3. Where possible career development opportunities will be encouraged (eg secondments, promotions, work shadowing etc). Publishing of clear career development opportunities allows men, women and transgender employees to identify opportunities and to feel encouraged by their relevance and open access to them</p> <p>4. Where appropriate training may be offered to help overcome specific areas of imbalance.</p> <p>5. Offer work shadowing schemes in-house for existing employees to gain better understanding of other departments.</p>		<p>challenge managers to consider career development opportunities for internal staff where possible.</p> <p>3. CNPA has worked hard to make secondment opportunities available to staff and to encourage internal development opportunities for all staff. Currently 10% of CNPA staff are on either inward or outward secondments.</p> <p>Staff vacancies are advertised internally as well as externally and staff are encouraged to develop their careers. All applicants are offered feedback in internal recruitment.</p> <p>4. No areas of imbalance have required further training yet. Some comment had been made by male staff about the imbalance in having female only leadership courses available. We have sourced a provider of male only development</p>
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				<p>courses to redress the balance.</p> <p>5. One member of the Admin team has taken up the opportunity to work-shadow as part of her career development, and this will be further encouraged as opportunities arise.</p>
<p>Objective 4 Ensure Park service providers and residents are well informed of Park services and facilities including information on needs of specific user groups</p>	<ol style="list-style-type: none"> 1. Continue and increase uptake of Cairngorms Connections course amongst Park service providers and the general public including reference to the needs of specific user groups. 2. Develop visitor information on the Park which is available to specific user groups 	<p>September 2008</p> <p>Sept 2007 ongoing</p>	<p>Training Project Manager</p> <p>Marketing Officer, Communications officer</p>	<ol style="list-style-type: none"> 1. It is felt that this can be better achieved through providing equalities awareness training to Park Service providers, scheduled for Autumn 08. 2. New CNP web portal being launched in summer 08 to include information for user groups eg all abilities, low incomes. Opportunity for other user groups info to be added in due course. Producing additional visitor information eg Easy Read will be considered in relation to demand and cost.
<p>Objective 5 To ensure that Park users, in</p>	<ol style="list-style-type: none"> 1. Support sustainable community transport initiatives as part of 	<p>November 2007 ongoing</p>	<p>1,2 Economic Dev Officer,</p>	<ol style="list-style-type: none"> 1. Held Community transport conference in Nov 07 to

Aim 3 – To Promote Positive Attitudes.

Outcome	Action	Timescale	Accountable	Update June 2008
<p>Objective 1 Park Service Providers will understand equalities issues and demonstrate good practice in meeting the needs of all Park users, whatever their background or ability.</p>	<ol style="list-style-type: none"> 1. Include diversity / equalities criteria in Green Tourism Business Scheme / Park brand applications, eg training in equalities awareness 2. Market the business case for equality and diversity to Park Service providers. 	<p>Mar 2008</p>	<p>Marketing Officer</p> <p>Training Project manager</p> <p>Social Inclusion Officer</p>	<p>1 Businesses applying for the brand, who are quality assured through VisitScotland currently comply with equalities duties covering disability, race and sex discrimination.</p> <p>2. Promote equalities training courses in autumn 08 through Cairngorms Chamber of Commerce.</p> <p>Assess the impact of Inclusive Cairngorms as a means of spreading good practice in equalities amongst member organisations (2008).</p>
<p>Objective 2 CNPA and other Park service providers will produce materials showing images of a balanced mix of genders and activities to promote equal access to services and facilities.</p>	<ol style="list-style-type: none"> 1. Monitor and review CNPA and other organisations' publications showing equality of genders in images. 2. In visitor survey, obtain statistics on balance of male/female/transgender participation in different activities and address any stereotyping. 	<p>March 2008 ongoing</p> <p>Next Park visitor survey</p>	<p>1. Communications Officer</p> <p>2. Visitor Services Manager</p>	<p>This objective should read '...showing images of an appropriate balanced mix of genders...'</p> <p>1. CNPA photo library requires further images of different equality groupings, but we intend to source these</p>

				<p>through Inclusive Cairngorms members and commission them if necessary. It is not appropriate for the CNPA to monitor other organisations' publications but best practice can be encouraged through our grants scheme and training courses.</p> <p>2. Next Survey scheduled for 2009/10. Will seek advice from professional surveyors when appointed on pertinent questions to ask.</p>
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Aim 4 – To Build Awareness of Specific Barriers to Full Inclusion of Men, Women and Transgender People.

Outcome	Action	Timescale	Accountable	Update June 2008
<p>Objective 1 Continue to build awareness of any gender issues amongst CNPA staff</p>	<ol style="list-style-type: none"> 1. Add equality as an agenda point on all staff consultative forum meetings 2. Hold regular staff surveys/face-to-face focus group meetings 3. Consult with trade unions 4. Collate information from grievance & complaints procedure 5. Analyse findings eg if not achieving a representative gender mix, investigate possible causes and take action 6. Feed back learning into GES Action Plan 	<p>September 07</p>	<p>HR Manager</p>	<ol style="list-style-type: none"> 1. This is a standing agenda item on all Staff Consultative Forum meetings. 2. The next staff survey is due to take place late 08/early 09. 3. This is done through the Staff Consultative Forum. 4. Reports on recruitment, grievance, disciplinary and training access published for 2007. External complaints data and report for 2007 to follow. 5. See above. 6. Ongoing and will be incorporated into the next GES Action Plan
<p>Objective 2 Continue to build awareness of any gender issues amongst CNPA Park Users</p>	<ol style="list-style-type: none"> 1. Hold annual consultations with Park Users 2. Create feedback forms that ask pertinent questions about gender (and other equalities) issues 3. Continue to work with Inclusive Cairngorms 4. Make contact with new groups who 	<p>November 07 and annual Park for All conference</p>	<p>Social Inclusion Officer</p>	<ol style="list-style-type: none"> 1. Community transport conference held in Nov 07, which identified barriers to accessing transport including gender and other equalities issues. 2. Evaluation form tried and tested at community

	<p>hold information eg schools, Young mothers' groups etc</p>			<p>transport conference, to be used as template in holding accessible meetings 3,4. Women@work now represented on Inclusive Cairngorms, and the new Cairngorms LAG grant scheme.</p>
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CNPA RACE EQUALITY ACTION PLAN
(November 2007 – November 2010)
Update June 2008

Aim 1 – To Eliminate Unlawful Discrimination:

Outcome	Action	Timescale	Accountable	Update June 2008
<p>Objective 1 Ensure that CNPA policies do not allow direct or indirect racial discrimination, harassment and victimisation.</p>	<ol style="list-style-type: none"> 1. Develop Equality Impact Assessment system in conjunction with DES and GES Action Plans. 2. Evaluate guidance on completing Park for All section in Board papers. 	<p>June 2008</p> <p>March 2008</p>	<p>Education and Inclusion Manager</p> <p>Head of Strategy & Communication</p>	<ol style="list-style-type: none"> 1. Impact assessment training is scheduled for July 2008, which representatives from each Group at CNPA will attend. Delay due to availability of specialist trainer. 2. Review of Board paper format to be complete by Sept 08. This will include more detailed guidance on completing Park for All section to include equalities considerations.
<p>Objective 2 Ensure all staff are aware of and understand racial equality; how their work impacts on equality and what their own responsibilities are in terms</p>	<ol style="list-style-type: none"> 1. Build equality awareness into company training and induction programmes so that all staff attend equality training covering all equality strands on a rolling 3 year programme, building on previous training and utilising skills and knowledge of staff. 2. Ensure that all staff understand equality 	<p>First stage of programme already complete – ongoing over next 3 years</p>	<p>HR Manager</p> <p>HR Manager</p>	<ol style="list-style-type: none"> 1. This training has been completed and will be updated as required. 2. This has been done through the training, and staff will also be encouraged to attend

<p>of promoting equality within the CNPA.</p>	<p>and diversity good practice and how to identify particular racial equality issues. Raise awareness of direct and indirect discrimination, harassment and victimisation and what to do should they witness them,</p> <p>3. Ensure that all staff involved in recruitment are trained in their specific responsibilities in regard to equality.</p> <p>4. Ensure clear guidelines for the reporting and management of any discriminatory practice, and make clear that discrimination will not be tolerated and will be dealt with.</p>	<p>As above</p> <p>April 2008 for those not yet trained.</p> <p>Review of procedures to be held by November 2008</p>	<p>HR Manager</p> <p>HR Manager</p>	<p>Inclusive Cairngorms Meetings to increase their awareness of equality issues.</p> <p>3. This is ongoing and on track for November 08.</p> <p>4. Guidelines exist within the Staff Handbook and this is talked about at induction with HR so that new staff are aware that they can discuss this with either HR, or their line manager or the Employee Assistance Helpline if it arises. The appraisal guidelines have been amended to include equality.</p>
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Aim 2 – To Promote Equality of Opportunity.

Outcome	Action	Timescale	Accountable	Update June 2008
Objective 1 Ensure equality of opportunity to access training	<ol style="list-style-type: none"> 1. Gather baseline data on racial mix of area and compare with racial mix accessing employment, goods and services 2. Continue to audit training provision and uptake of training opportunities for racial equality. 	April 2008 April 2008	HR Manager HR Manager (Internal trg) Education & Inclusion Manager (External training)	<ol style="list-style-type: none"> 1. This has been done and is now incorporated in the introduction to our Equality Scheme. Further work will continue to build our information available. 2. This is done internally by the HR Manager, and will be included in monitoring for external training provision through CAP and LBBT
Objective 2 Ensure all staff are equally encouraged to take up training and career development opportunities.	<ol style="list-style-type: none"> 1. Update appraisal guidance to include a section on equality. 2. Provide information about training and career development opportunities to all across the organisation. 3. Use findings from monitoring to inform actions 	April 2008 Ongoing from November 2007	HR Manager HR Manager and other managers	<ol style="list-style-type: none"> 1. This has been done. 2. This is done as part of the appraisal system and through general communications. 3. No specific actions have been identified, and monitoring shows equal access at present.
Objective 3 To promote a good racial balance throughout all levels of the organisation, taking positive action where necessary	<ol style="list-style-type: none"> 1. Job advertisements at all levels will promote equality of opportunity 2. Staff at all levels will be encouraged to seek career development opportunities equally through the appraisal system, with information on career paths available. 	April 2008 April 2008 and ongoing	HR Manager All line managers through Appraisals	<ol style="list-style-type: none"> 1. CNPA continues to promote equality through the recruitment process, and states this in adverts. 2. This is done through the appraisal system, and the HR Manager is able to check appraisal

	3. Assess the need for further placement of adverts in publications and venues which may attract applicants from groups which are currently under-represented.	Review in April 2008	HR Manager	forms for this. 3. CNPA continues to advertise through BEMIS and to assess recruitment monitoring results.
Objective 4 Ensure Park service providers and residents are well informed of Park services and facilities including information on needs of specific user groups	1. Continue and increase uptake of Cairngorms Connections course amongst Park service providers and the general public including reference to the needs of specific user groups. 2. Develop visitor information on the Park which is available to specific user groups on request.	September 2008 Sept 2007 ongoing	Training Project Manager Marketing Officer, Communications Officer	1. It is felt that this can be better achieved through providing equalities awareness training to Park Service providers, scheduled for autumn 08. 2. New CNP web portal being launched in summer 08 to include information for user groups eg all abilities, low incomes. Opportunity for other user groups info to be added in due course. Producing additional visitor information eg Easy Read will be considered in relation to demand and cost.
Objective 6 To assess ways to promote understanding of career opportunities for people from all racial groups within the community.	2. Explore the possibility of setting up a work placement scheme within CNPA and ensure that if it is established it is equally available to all.	March 2008	HR Manager	1. This has been looked into, but is not currently considered to be a viable option due to resourcing issues. We will continue to review this situation and work towards being able to offer work placements in future.

Aim 3 – Promote good relations between persons of different racial groups.

Outcome	Action	Timescale	Accountable	Update June 2008
<p>Objective 1 Park Service Providers will understand equalities issues and demonstrate good practice in meeting the needs of all Park users, whatever their background or ability.</p>	<ol style="list-style-type: none"> 1. Discuss with Brand Management Group the potential for including diversity / equalities criteria in Park brand applications, eg training in equalities awareness 2. Market the business case for equality and diversity to Park Service providers. 	Mar 2008	Marketing Officer Training Project manager	<ol style="list-style-type: none"> 1. Businesses applying for the brand, who are quality assured through VisitScotland currently comply with equalities duties covering disability, race and sex discrimination. 2. Promote equalities training courses in autumn 08 through Cairngorms Chamber of Commerce.
<p>Objective 2 CNPA and other Park service providers will produce materials showing images which are representative of the relevant communities using the Park to promote equal access to services and facilities.</p>	<ol style="list-style-type: none"> 1. Monitor and review CNPA and other organisations' publications showing equality of race in images. 2. In visitor survey, obtain statistics on balance of participation from different backgrounds in different activities and address any stereotyping. 	March 2008 ongoing Next Park visitor survey	Communications Officer Visitor Services Manager	<ol style="list-style-type: none"> 1. CNPA photo library requires further images of different equality groupings, but we intend to source these through Inclusive Cairngorms members and commission them if necessary. It is not appropriate for the CNPA to monitor other organisations' publications but good practice will be encouraged through grants scheme and training courses. 2. Next survey scheduled for

				2009/10. Will seek advice from professional surveyors when appointed on pertinent questions to ask.
Objective 3 Different racial groups accessing the Park will be aware of the needs of others	I. Seek advice from Inclusive Cairngorms and participants from Backbone event on what information is useful for other groups to know and how this should be transmitted.	April 2008	Social Inclusion Officer	I. To be discussed at Sept 08 meeting of Inclusive Cairngorms, which will be themed on ethnic participation in the Park.

Aim 4 – To Build Awareness of Specific Barriers to Full Inclusion of different racial groups

Outcome	Action	Timescale	Accountable	Update June 2008
Objective 1 Continue to build awareness of any racial issues amongst CNPA staff	<ol style="list-style-type: none"> 1. Add equality as an agenda point on all staff consultative forum meetings 2. Hold regular staff surveys/face-to-face focus group meetings 3. Consult with staff and trade unions 4. Collate information from complaints procedure 5. Analyse findings eg if not achieving a representative racial mix, investigate possible causes and take action 6. Feed back learning into future RES Action Plans 	Immediate and ongoing quarterly Annually 2010	HR Manager HR Manager Head of Corporate Services Education and Inclusion Manager and HR Manager	<ol style="list-style-type: none"> 1. This is a standing item on all Staff Consultative Forum meetings. No issues have been reported to date. 2. Staff survey planned for late 2008/ early 09. 3. Staff and Unions are consulted via Staff Consultative Forum. 4. Complaints procedure is monitored, and so far no issues have arisen to cause concerns on racial grounds. 5. Currently our employee demographics are consistent the demographics for the local area and for Scotland generally, but we will continue to monitor the situation. 6. We are continuing to gather information to feed into our next RES Action Plan and will act immediately in issues which come to light.
Objective 2	<ol style="list-style-type: none"> 1. Hold consultation event with Park Users 	October	Social Inclusion	<ol style="list-style-type: none"> 1. BME Consultation event

<p>Continue to build awareness of any racial issues amongst CNPA Park Users</p>	<p>to identify specific barriers and ways to address them, and take forward.</p> <ol style="list-style-type: none"> 2. Create feedback forms at CNPA meetings / events that ask pertinent questions about equalities issues to improve our engagement with BME groups 3. Continue to work with Inclusive Cairngorms 4. Make contact with new groups who hold information eg through Black Environmental Network, Backbone event 	<p>2007 ongoing</p> <p>April 2008</p> <p>Ongoing</p> <p>March 2008</p>	<p>officer</p> <p>Education and Inclusion Manager</p>	<p>held in Oct 07, subsequent projects being developed by Backbone to train role models. Other barriers being addressed in this and future Action Plans.</p> <ol style="list-style-type: none"> 2. Evaluation form tried and tested at community transport conference in Nov 07, to be used as template for holding accessible meetings. 3. On-going, Sept 08 meeting to be themed on ethnic participation in the Park. 4. New contacts established with 15 organisations attending consultation event in Oct07.
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