Equalities Mainstreaming Report and Equalities Outcomes 2021–2025

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Alternative language and formats

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About this report

This report identifies the progress we have made to mainstream equality and achieve the Equalities Outcomes we set for 2017-2021. It follows on from the update report we published in 2019 on progress towards achieving our Equalities Outcomes for 2017-2021.

Previous reports & progress updates can be found on our website on our Equalities & Diversity page, https://www.lochlomond-trossachs.org/park-authority/what-we-do/equalities-diversity/

Background

Our role

The National Park Authority was established to achieve four key aims set out in the National Parks (Scotland) Act 2000:

- To conserve and enhance the natural and cultural heritage of the area
- To promote the sustainable use of the 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 social and economic development of the communities of the area

As a non-departmental public body, we contribute to the national outcomes and strategic objectives of the Scottish Government, including those set out in the 2020/21 Programme for Government: 'Protecting Scotland, Renewing Scotland.'

Our National Park Partnership Plan (2018-2023) describes the vision and outcomes for the whole National Park area and contributions required from many different organisations over a five year period to help achieve our shared vision for the National Park. The Partnership Plan also sets out how we are working to address national priorities and benefits for Scotland beyond the National Park boundaries.

Our 5-Year Plan (2018-2023) expresses the organisational objectives of the National Park Authority and outlines how we will contribute to the National Park Partnership Plan and to the broader National Park aims.

Our organisation

The Park Authority employs 140 staff as well as approximately 40 seasonal staff during Spring/Summer.

We have one main office in Balloch and four other, mainly Ranger-based premises, within the National Park. During the COVID-19 pandemic, most of our office-based staff have been primarily working from home, while our field-based staff have undertaken a mixture of home working and work throughout the National Park.

Our #ParkForAll working group oversees the development and implementation of our strategy on matters relating to diversity and equality. The purpose of #ParkForAll is to provide leadership and cultural change support to the organisation to deliver against our equalities duties; ensuring equality, promoting diversity and inclusion into all work areas.

Executive Summary

We know that we will only be successful in achieving the outcomes we have set for the National Park if we do so in a way that includes people from all backgrounds. Creating a diverse and inclusive organisation that also promotes equality in how we engage with communities and visitors is likely to accelerate our goals, and lead to better decisions and more innovation. It is also simply the right thing to do.

This report looks back at recent accomplishments with respect to equalities, and also sets out our ambitions for the coming four years. It sets out how we have integrated (mainstreamed) equality into our day-to-day work, taking equality into account in the way we exercise our functions. It also reports on the specific outcomes we set for ourselves, including the changes that result for individuals, communities and organisations as a consequence of the action we have taken.

We have worked hard to promote diversity and inclusion of our people and governance. This has included looking at how we recruit and our workforce policies to make them more welcoming for all. We also participated in a pilot Board shadowing initiative for people with disabilities, and achieved gender balance with our ministerial Board appointments. However, the data shows that we have much more work to do before our staff, Board, and volunteers reflect the diversity of Scotland.

Our engagement and services to our communities and visitors have also improved in recent years. We have undertaken equality impact assessments that have helped us identify how to ensure key projects promote equality. The materials we publish online and in print are more accessible and the imagery we use is more reflective of people with diverse characteristics.

Like most organisations, the COVID-19 pandemic has had a significant impact on our work. We are pleased to report that the action we took to enhance our flexible working practices and devote attention to wellbeing meant we have been able to support our staff and their diverse circumstances. The use of virtual meetings and events has meant we have used new tools that reach more disperse audiences. Out with lockdowns, the pandemic is also increasing day-trip visitors to the National Park, mostly from the urban centres within easy reach of the National Park, which provides us an opportunity to welcome and support more diverse groups who may otherwise not have visited the area.

Based on our level of progress on equalities and our organisational goals, we have identified three key outcomes for our equalities work into the coming years. Within these, our action plans have been particularly mindful of our objective to achieve net zero carbon emissions by 2030 and the need to ensure a just transition.

Our Equalities Outcomes for 2021-25 will be:

- Outcome 1: At all levels of the organisation, our staff, volunteers, and Board better reflect the diversity of Scotland

- Outcome 2: The National Park is an inviting place for people of all backgrounds

- Outcome 3: Our policy and external funding decisions improve equality for individuals and groups with protected characteristics

These equality outcomes have been approved by our Executive team. Our next step is to engage our Board Members to help us further develop and prioritise them, which could in turn lead to us updating the outcomes in due course.

The remainder of this document outlines our progress against our 2017-2021 outcomes and mainstreaming objectives in Sections 1 and 2. Section 3 sets out further detail on our new outcomes for 2021-25. The appendices contain detailed data, analysis, and other information.

1. Our People and Governance

Introduction

We believe that having a diverse workforce will lead to better outcomes for our organisation, better decision-making in exercising our functions, and delivering a better service to the public.

Our first equality outcome for 2017-21 covers our people, which we broadly define as our staff, volunteers, and Board.

- Outcome 1: Our performance is enhanced by having a workforce whose diversity more closely reflects that of our community/Scotland.

In setting this outcome, we also set specific activities we would undertake to achieve it. The outcome also aligns with the efforts we have been making to mainstream equalities within our people and governance processes, as further described below.

Activity 1: Annually and consistently collect, collate and monitor equality data on our staff, Board, job applicants and volunteers and compare to the relevant National statistics

In recent years we have undertaken many initiatives to achieve this outcome. The data we hold shows that we are achieving it in some ways but still have considerable work to do in others. Unfortunately, our data is incomplete. For some data points, less than half of our staff have submitted their equality data to us. Data collection is an area we know we need to improve on in coming years.

From the data we hold, we know that:

- We employ more women than men, though over the past year more men than women have applied for our vacancies. Over three times as many women work for us part time compared to men.

- Our median gender pay gap is 4.82% in favour of women. This is the headline measure used by the Office for National Statistics (ONS). Our mean gender pay gap is 6.81% in favour of men. Women were more likely than men to be promoted over the past two years.

- Our Board is made up of three times as many men as women. However, of the six Board Members appointed directly by Ministers, three are women and three are men. The remaining ten Board Members are directly elected or nominated by Local Authorities, and we currently have one Board vacancy.

- Our young workforce is small, despite a higher proportion of applications from younger age groups.

- A small number of our staff identify as LGBT+ and a small number identify as an ethnic minority. A small number report having a disability.

- Our volunteers are increasingly female and younger than past years but they reflect similarly low numbers to our staff in terms of diversity of ethnicity, sexual orientation, and disability.

The full breakdown of our data is outlined in the appendices.

Activity 2: Actively promote recruitment of staff, Board members and volunteering opportunities to under-represented groups

All of our vacancies are now promoted through social media to attract a wider and more diverse audience. We have also been actively engaging with groups and networks such as Backbone and Boots and Beards to promote our vacancies.

Recently we have also been engaging with Flexworks to promote our commitment to being a 'Happy to Talk Flexible Working' employer. In March 2021 we were recognised with a Highly Commended award from Flexworks, which recognises the efforts we have made as an employer to offer flexible working.

We participate in the Disability Confident scheme which is a government scheme that encourages employers to think differently about disability and improve how we attract, recruit and retain disabled staff.

Through 2019 and 2020, we participated in the Access to Public Appointments Board shadowing pilot for people with disabilities to gain experience of public sector Boards (see case study below). This was an opportunity for us and Board members to better understand disabled peoples' experiences and to help participants gain experience of Boards. We will consider the recommendations of the evaluation report as part of our planning for the next round of Board appointments.

Case Study 1 – Access to Public Appointments
The Access to Public Appointments pilot gave six disabled people the opportunity to shadow a regulated public body board in Scotland over twelve months. Access to Public Appointments was funded by the Scottish Government and delivered in partnership with Inclusion Scotland and we were one of the Boards recruited to participate in this pilot.   One disabled person shadowed our Board over a 12 month period. Boards, Board mentors, and shadows developed productive working relationships with one another. Shadows developed substantial experience of the work undertaken by public bodies and their Boards. Boards and public bodies gained significant insight into disabled people's lived experiences, and their active and valued contributions to Boards' work. The pilot highlighted the talent of participants currently underrepresented in public life in Scotland and the evaluation report shows the process, impact, and outcomes of that pilot.

Activity 3: Support Scottish Government to achieve Board member gender equality

Six of our Board members are selected by the Scottish Government. We also have directly elected Board members and members that are nominated by the Local Authorities within the National Park.

The last Scottish Government appointments occurred in 2018 and resulted in 50/50 gender representation among these members.

Other actions to mainstream equalities for our people

In addition to the specific actions above, there are a number of other actions we have taken to mainstream equalities. We have:

- Held our first #ParkForAll internal engagement workshop to raise awareness about equalities and to allow all staff the opportunity to input their ideas and views for setting our 2021 – 2025 equality outcomes and actions.

- Reviewed our generous range of family friendly policies such as Flexible Working, Flexitime and Shared Parental Leave

- Continued to be accredited as a Scottish Living Wage employer

- Taken a number of steps to support staff's physical and mental health. This includes:-

  - Concluding our Fit for Life pilot which was a success and now all staff who sign up to the scheme have the opportunity to undertake 15 minutes of exercise during their working hours to help improve their mental health.

  - Offering staff the opportunity to attend wellbeing events focusing on mental health

    - Managing stress

    - Increase personal resilience

    - Spotting & Managing Mental Health Issues

    - Destress with Mindfulness

- Staff wellbeing regardless of their personal situation or home circumstances was our priority throughout the COVID-19 pandemic and the comments below from staff who had caring responsibilities show how valuable this person-centred approach was during extremely challenging times.

Case Study 2 – Working during the pandemic
"With two young children and my husband working evening shifts, working full time can be a real juggle. Without the National Park Authority's flexible working policy I am not sure how I would have been able to commit to my full time job managing a team. Thankfully, since I joined the organisation four years ago, I've been able to adapt my working pattern to fit with my home life at different stages as my children moved from being toddlers, to nursery to

now both being at primary school. This has meant I've been able to carry on doing a job I love while striking a healthy balance between busy work and home lives."

Case Study 3 – Working during the pandemic

"I cannot overemphasise the value of Flexi working. It has been a real lifeline since the start of the pandemic. At a time when we are faced with unprecedented pressures, knowing that I could take time to care for my child who has mental health problems, as well as take time to focus positively on my own mental and physical health, meant one less thing to worry about.

"Balancing work commitments and home schooling would have been unachievable without a flexible approach to the times when I could work. I simply couldn't continue to work successfully without flexible working."

- Implementing Young Volunteer pathways

Case Study 4 – Young Volunteer Pathways

Young Volunteer Pathways emerged from multiple requests for help from young people to identify ways in which they could develop nature based skills, make new friends and enjoy time in the outdoors outside of their formal school or college setting.

In 2017 our volunteer survey highlighted that less than 5% of our volunteers were under 25 years old. We used co-design principles to understand what young people would like to do and what barriers they faced when volunteering, speaking to our Youth Committee and local schools to gather ideas.

We discovered that young people would like a variety of tasks and an opportunity to learn about the National Park and its important features. The main barriers to young people volunteering in the National Park were transport and money.

The Young Volunteering Programme is now embedded within our main volunteering programme and 25 young people are registered as volunteers.

The feedback given to us highlights that, overall, the Young Volunteering Programme has been a very positive experience for the young people taking part. 100% of our young people told us that they 'absolutely loved' volunteering with us.

Young people specifically enjoyed the variety and practical elements of the tasks and recognised that they were benefitting socially.

87% felt that their mental health and wellbeing had improved by being part of the programme.

The majority of young people said they had discovered more about the National Park and they have more confidence to go exploring outdoors. Some had even gone walking and found more opportunities to volunteer as a consequence of our project.

From supporting these young people, we know that there is a definite ambition from the young people, police youth volunteers and ethnic minority family groups to engage further

with the National Park volunteering. As a result we plan to further widen our reach to more young people.

Other actions to mainstream equalities within our governance

Our Board and its statutory committees meet in public and all documentation for these meetings is available on our website. We have recently taken several actions to widen the accessibility of our Board and Committees. We have:

- Supported our National Park Youth Committee and provided them with direct engagement with Board members and at stakeholder events (see case study below)

- Implemented new accessibility requirements for Board and Committee papers

- Updated our Board Standing Orders to ensure they use inclusive and gender-neutral language

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Case Study 5 – National Park Youth Committee

In our 2019 report we explained how we had set up our new National Park Youth Committee, made up of dedicated and enthusiastic young people who live in or near to the National Park, who are passionate about supporting the work we do, and sharing their ideas and enthusiasm. By joining the committee, young people have the opportunity to work with a variety of National Park staff and talk to us about issues that matter to them, providing vital insight to our work and representing the voice of local young people. A Board Member is appointed as the Youth Committee champion to lead on engagement with the group.

The committee meets across the year and they have attended National Park Board Meetings, presented at Strategic Review meetings, and have written a paper for the Board on their priorities. In 2020 they developed a survey for young people throughout the National Park and beyond to tell the Youth Committee what they feel are the important things to focus on for the future.

One of our Youth Committee said this about her experience:

"I've had the opportunity to do things I never thought I could do. Being able to have our say in the changes where we live is so important to us as young people in the National Park'. Cat Manders, Kinlochard."

Looking ahead

We consider that people and governance remain high priority areas for us in terms of diversity and inclusion. In Section 3 below, we highlight the activities we plan to undertake in the coming years.

2. Serving the public

Introduction

We exist to protect the National Park and to promote positive outcomes for its communities and visitors.

Our second equality outcome for 2017-21 covered how we encourage and create equality and diversity within the National Park and with those who interact with us.

- Outcome 2: Increasing and positive experiences within the National Park and with the Park Authority is enhanced through improved information and quality of communication and inclusive engagement.

This outcome also aligns with the efforts we have been making to mainstream equalities within our projects and strategies, our information, events and communication, and our procurement.

Below we report on the activities we set out to achieve as well as other actions we have taken over the course of the reporting period.

Activity 4: Produce access statements for all our properties

In 2019 we added accessibility guides to our website and these are currently in review in 2021. These guides set out key information that individuals may need to know about accessing the sites, including audio/visual or mobility requirements.

In addition, understanding visitors to the National Park is key to us being able to better promote equality. Visitor Surveys have been conducted every four years since 2003, allowing us to monitor and assess changes in visitor profiles and opinion over time. The case study below sets out some findings from our recent visitor survey.

Case Study 6 – Visitor Survey

The most recent Visitor Survey was undertaken between April 2019 and March 2020, using face-to-face interviews across 23 sample locations around the National Park. This survey provided data on visitors' experience of the destination, how they researched and planned their visit, their travel arrangements, accommodation choices and what activities they engaged in.

We collected visitor profile information including gender, age, ethnicity, socio-economic status, family/group make-up, long term health/disability information and country or region of origin. This information allows us greater insight into the expectations, experiences and suggested improvements that different types of visitors have.

Results showed:

- 1 in 10 visitors have a disability or health problem;

- Only 3% of visitors surveyed were from Black, Asian or minority ethnic (BAME) groups;

- There were fewer visitors in younger age groups (22% aged 18-34 years) than in 2015/16 (33% aged 16- 34 years);

- The 2019/20 sample had a higher proportion in the older age groups – 41% aged 55+ compared to 28% in 2015/16;

- More females (54%), than males (46%) visited.

The outcomes of the extensive visitor survey will be used to further develop tourism strategy and to direct improvements towards equalities across our visitor profiles.

Activity 5: Produce and publish Equality Impact Assessments that are fit for purpose, are produced consistently, and which clearly evidence equality decision-making.

We continue to embed our Equality Impact Assessment (EqIA) process as part of the start-up activities for projects, policies and strategies. The EqIA template is embedded in our Project Initiation Documentation and staff have access to the #ParkForAll group for advice in completing EqIAs.

A recent example is the EqIA carried out for the consultation of our Active Park, Healthy People Outdoor Recreation Plan, which was promoted to our wide and diverse range of stakeholder groups. The EqIA helped us think through how we

- use inclusive images in our consultation materials;
- promote the consultation in traditional media as well as social media;
- ensure that information was accessible to people with a visual impairment by providing a contact telephone number whereby information could be provided in a larger font and worked in partnership with DeafBlind Scotland to support translations in Braille;
- promote the Contact Scotland BSL interpretive service for those who use British Sign Language.
- take cognisance of religious holidays & festivals during the timing of the consultation.

Case Study 7 – Community Place Plans (Strathfillan)

In 2020 we trialled new methods of virtual community engagement due to the COVID-19 pandemic and associated protection measures restricting us from holding our usual in-person meetings. We have noticed that this has benefited some age groups such as younger people but is not as beneficial for older people, who prefer face-to-face meetings.

We began youth engagement around development of a new Community Place Plan for Strathfillan at a face-to-face workshop at McLaren High School in January 2020. An online electronic magazine, called a Zine, was produced based on the outputs of the pupils priorities. The workshop was led by Planning Aid Scotland, who are experts in building connections between planners and decision makers and young people through their 'Bridging the Gap' programme.

In line with current COVID-19 protection measures, further engagement for the project moved online and a virtual event was held for young people in February 2021. The young people ranged from ages 13-16, which is a typically hard to reach age group. As they were spending more time than usual at home, it was a great opportunity to tap into their knowledge of place and there was a really good lively discussion on their priorities for the area which has provided really important information for the final Plan. This was supplemented by a residents workshop

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open to all age groups and a specific business workshop. We felt that targeting this hard to reach age group in a closed workshop made the event more appealing to them.

Activity 6: Further enhance our brand imagery to clearly articulate our commitment to equality and diversity and a #ParkForAll

Our corporate image library was updated in 2017 to include a bank of more diverse imagery to ensure our visual communications are more representative of the broad range of people and abilities that can make the most of the National Park. Recently this gallery has been used to promote the following key communications campaigns:

- Delivering our National Park Partnership Plan (one-year review in August 2019).

- Visitor management communications throughout the Coronavirus/COVID-19 pandemic.

Plans are in place to refresh our library of corporate images in 2021 and diversity will continue to be a key consideration in the photography project.

Activity 7: Incorporate accessibility information in our visitor information literature and digital media channels, as it is updated and refreshed

There are a number of activities we have completed with respect to the accessibility information we provide to the public:

- Our walking route information cards have been updated in recent years to include more details of how accessible they are.

- Descriptions of the pitches at our campsites were updated with improved text and imagery to help provide users with more information about how accessible they are and what visitors can expect (including for the accessible pitches at our Loch Achray campsite).

In addition, the case study below describes how our websites have been updated in line with the WCAG 2.1 AA guidelines.

Case Study 8 – Web Accessibility

In 2019 and 2020 we improved our website's accessibility, as well as the accessibility of the Callander's Landscape and West Highland Way websites which are also hosted by us. The work was completed in line with the updated WCAG 2.1 AA Accessibility Standard.

In order to improve the accessibility of our websites, changes were made to the contrast of text and backgrounds, alt tags (text alternative descriptions) were added to all images so they can be understood by screen-readers, and the functionality of the website was tested against accessibility tools. Our digital communications team also carried out assisted technology user testing with two representatives from DeafBlind Scotland.

An Accessibility Statement and report were published on the websites to outline the changes made.

This remains an ongoing project as we seek to embed web accessibility throughout the organisation and continually improve our digital offering.

Other actions to mainstream equalities within procurement

We consider equality in our procurement and tendering procedures where appropriate and practical. Where appropriate when acquiring goods, services or works, we include specific evaluation criteria that requires contractors and sub-contractors to provide evidence of policies, statements and procedures to demonstrate that they meet the requirements of Fair Work First and appropriate legislation such as the Equalities Act.

Looking ahead

We have made good progress in a multitude of areas to ensure we provide an inclusive service to the communities and visitors of the National Park. We recognise that there is lots more work to do, and our new equalities outcomes describe this further below.

3. Our Equality Outcomes for 2021-2025

Our progress on equalities highlights that we have come a long way but there is a considerable amount more for us to do to promote equality and diversity within our organisation and how we serve our communities and visitors.

Over the past six months the #ParkforAll group has been developing our thinking on what our equality outcomes should be for the coming four years. This involved numerous discussions within the group as well as an internal workshop open to all staff, discussions with the Executive team, and at team meetings. We also had discussions with a small number of external organisations, although time constraints caused by the COVID-19 pandemic limited the breadth that we could cover externally. Our next step is to engage our Board Members to help us further develop and prioritise the outcomes, which could in turn lead to us updating the outcomes in due course.

Our equality outcomes for 2021-25 reflect some of the same areas from 2017-21 that we think we need to make more progress on, such as diversity within our organisation. The outcomes also directly highlight priorities for us such as ensuring all groups can access the benefits of the National Park.

Our focus on reducing carbon emissions through our Mission Zero work also features directly within the outcomes, given that this will be a top priority for the organisation over 2021-25, and without due attention could adversely impact on equality.

Equality outcome 2021-25	Activities & Deliverables
1. At all levels of the organisation, our staff, volunteers, and Board better reflect the diversity of Scotland	1.1 Improve our data collection to better understand the existing characteristics of our people and those who apply to work with us
	1.2 Build our knowledge and implement best practice in inclusive recruitment, including through diversity networks and other external expertise
	1.3 Ensure our HR, volunteering, and governance policies and procedures give us the best opportunities to attract, develop, and retain diverse talent, including as we update these to address our net zero carbon objectives
2. The National Park is an inviting place for people of all backgrounds	2.1 Undertake visitor infrastructure and service improvements (including in transport, recreation, camping, and access) that enable more diverse groups to have valuable experiences in the National Park
	2.2 In planning our transition to net zero, assess the impact of change on those with protected characteristics and diverse socio-economic backgrounds, and implement mitigating measures to promote equality

	2.3 Update our visitor information across our communications platforms to ensure it is accessible and that our imagery better reflects the diversity of Scotland
	2.4 Build our understanding of the constraints and barriers that diverse groups face in accessing the benefits of the National Park, and use this to inform future work plans
3.1 Our policy and external funding decisions improve equality for individuals and groups	3.1 Collect diverse views by running our consultations and engagement events in an accessible manner, including in-person meetings as well as where we use digital methods.
	3.2 Ensure we adequately assess the equalities impacts of our policy and funding decisions

Appendix 1: Employee Information/Workforce Composition

Years	2020/21			2019/20		
Headcount	Women	Men	Total	Women	Men	Total
Team members	77	55	132	86	68	154
Managers	12	11	23	12	10	22
Total	**89**	**66**	**155**	**98**	**78**	**176**
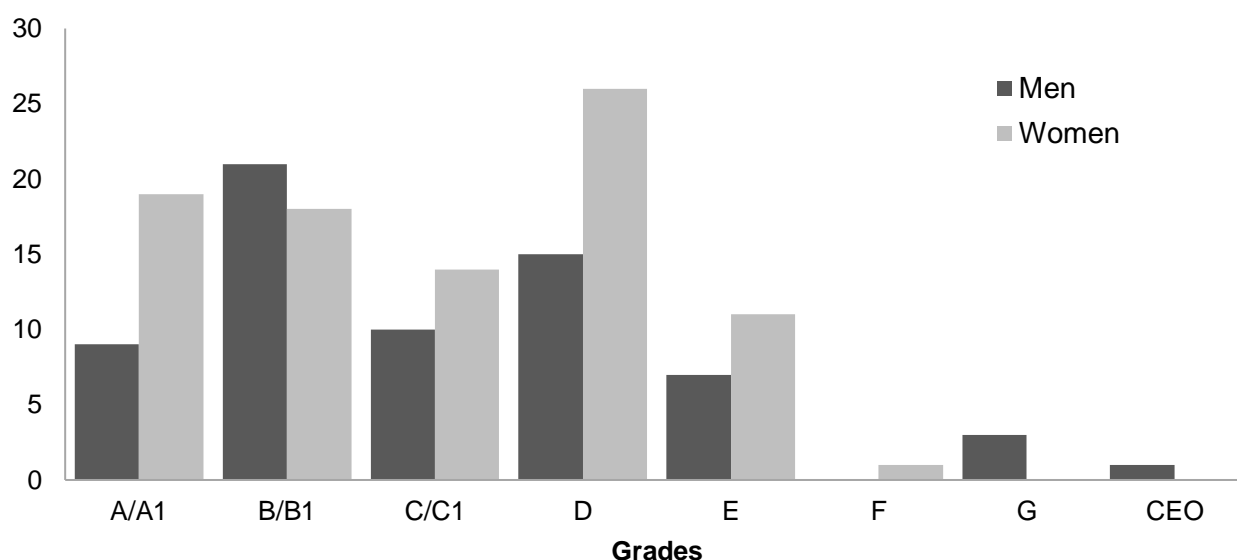
The above table provides the breakdown by sex and grade for 2020/21. Looking at the above graph you can see that the highest number of women work within the D grade and the highest number of men work within the B/B1 grade.

Age

This table shows the breakdown of age across the organisation over the past two years. It is clear to see that we are significantly under-represented in the younger age ranges.

	2020/21		2019/20	
Age	Women	Men	Women	Men
16-24		<5	<5	<5
25-34	13	<5	17	13
35-44	25	19	30	20
45-54	30	26	29	29
55-64	15	15	14	14
65 and over	6	<5	6	<5

Board Members

2019/20

Age	Women	Men	Total
35-44	<5	<5	<5
45-54	<5		<5
55-64		6	6
65 and over	<5	<5	<5
Total	**5**	**11**	**16**

2020/21

Age	Women	Men	Total
35-44	<5	<5	<5
45-54	<5	<5	5
55-64		6	6
65 and over		<5	<5
Total	**<5**	**12**	**16**

The Gender Representation on Public Boards (Scotland) Act 2018 advises that for Ministerial appointments the "gender representation objective" for a public board is that it has 50% of non-executive members who are women. The National Park Authority Board is made up of 17 members, five members are elected by the community and twelve are appointed by Scottish Ministers, six of these following nominations by the Local Authorities. In the case of the National Park Authority the "gender representation objective" applies to the six members directly appointed by Scottish Ministers. As a result of the appointments made in November 2018, the National Park Authority Board has now achieved the gender representation objective.

Part time working

All staff benefit from extensive flexibility within our practices and policies and any team member can apply for flexible working. The information below shows those that currently work part-time against those who work full-time. In addition to this, the majority of our staff are also part of the flexitime or TOIL scheme designed to provide flexibility within the working day to help achieve a good work life balance.

Full-time versus part-time by sex

Sex	Full-time	Part-time	% Full-time	% Part-time	Total
Male	54	12	81%	19%	66
Female	48	41	54%	46%	89

Leavers

The following table reflects leavers from 1st April – 31st March each year (excluding seasonal staff). Analysis of our exit questionnaires shows no trends in the reasons for leaving and the pandemic has also significantly reduced the number of staff leaving the organisation in 2020/21.

Leavers 2020/2021

Leavers	2020/21		
Age	Women	Men	Total
16-24			
25-34			
35-44	<5		<5
45-54		<5	<5
55-64			
65 and over			
Total	**<5**	**<5**	**<5**

Leavers 2019/2020

Leavers	2019/20		
Age	Women	Men	Total
16-24	<5	<5	<5
25-34		5	5
35-44	<5	<5	5
45-54	<5		<5
55-64	<5		<5
65 and over	0	<5	<5
Total	**12**	**8**	**20**

Staff Promotions

2020/2021

Grade	Women	Men
B		
C		
C1		
D		
E		
G		
Total	**0**	**0**

2019/2020

Grade	Women	Men
B	<5	
C		
C1	<5	
D	<5	
E	<5	
G		
Total	**6**	**0**

Due to the pandemic there was limited staff movement in 2020/21.

Learning and Development

The following table shows a combination of internal and external courses attended by staff as well as e-learning activities. We are in the process of reviewing our recording of learning and development and we look forward to providing a more detailed breakdown in the coming years when we have a more established process in place.

2020/2021

L&D Activities	Women	Men
	242	208

2019/2020

L&D Activities	Women	Men
	367	261

Gender pay gap

At March 2021 the 'median gender pay gap' for the National Park Authority is 4.82% in favour of women. This means that when using the median, women at the National Park Authority are paid 4.82% more than men. For every £1 a woman earns, a man will earn 95p.

Sex	2020/21	2019/20
Women	£16.17	£14.63
Men	£15.43	£13.76

At March 2021 the "mean gender pay gap" for the National Park Authority is 6.81% in favour of men. This means that on average, men at the National park Authority are paid 6.81% more than women. For every £1 a man earns, a women earns 93p.

Sex	2020/21	2019/20
Women	£15.98	£14.76
Men	£17.15	£15.18

Occupational Segregation

We have undertaken occupational segregation which shows the split across each team of men and women. The most notable difference is within the Executive Support/Strategy & Policy team where all of the staff are women.

Service Area	Executive		Executive support/Strategy & Policy		Corporate Services		Communications		Planning & Rural Development		Conservation & Visitor Operations	
Grade	M	W	M	W	M	W	M	W	M	W	M	W
A/A1				<5	<5	5					6	9
B/B1				<5	10	<5				<5	10	8
C/C1				<5	<5	<5	<5	<5	<5	<5	<5	<5
D				<5	5	5			<5	<5	7	6
E					<5	<5			<5	10	<5	<5
F		<5							<5	<5		
G	<5											
CEO	<5											
Total	<5	<5	0	9	23	21	<5	5	7	23	31	30

Pregnancy and Maternity

In 2020/21 there were three people on maternity leave and all of them have returned to their original positions.

Flexible Working Requests

In 2020/21 there was one formal flexible working request, which was approved. Due to the pandemic we relaxed our approach to working hours across the organisation and staff were allowed the opportunity to work flexible hours to suit their circumstances and retain a strong focus on wellbeing.

Recruitment

In line with employment legislation and best practice we are committed to equality of opportunity in employment, both in principle and in practice. It is our policy to ensure that no job applicant or employee receives less favourable treatment, either directly or indirectly, on the grounds of age, race, disability, sex, marital status, pregnancy/maternity, gender reassignment, religion or belief or sexual orientation. Therefore equality information of applicants is not shared with recruiting managers and is separated from the application form at the time of collation.

In order to encourage applications from all protected characteristics we are members of the disability confident scheme, which means that applications from any candidate who indicates that they have a disability will be automatically shortlisted if they demonstrate that they meet the essential criteria. We also support the "Flexi First" campaign, which is a strap line developed to open up the application process to more people with the skills required who may not be able to work a traditional 9-5 job.

Year	No. of Applicants	No. of complete returned forms	% complete
2021	249	249	100%
2020	556	439	79%
2019	317	209	66%
2018	471	428	91%

2020/21 Recruitment Data summary

Our revised application form has ensured a 100% completion rate for our equality monitoring data.

The majority of our applicants are from men although we have a higher proportion of women employed.

Only a small proportion of applicants are using the 'prefer not to say' option which is encouraging except under sexual orientation.

We have a very small percentage of applicants from ethnic origins other than white so a lot of work needs to be done to attract a more diverse pool of applicants.

The majority of caring responsibilities are for children under 18 and our family friendly policies will be of benefit across all of the caring categories

The detailed data for 2020/21 is as follows:

Gender

Men	Women	Prefer not to say	Own term	Option Not Marked
144	101	<5	0	<5

Marital Status

Married/Civil Partnership	Separated/ Divorced	Single	Widowed	Prefer not to say	Option not marked
82	12	137	<5	5	10

Consider yourself to have a disability/health condition

Yes	No	Prefer not to say	Option Not Marked
15	229	<5	<5

Currently/previously consider yourself transgender

Yes	No	Prefer not to say	Option Not Marked
<5	240	<5	5

Sexual Orientation

Heterosexual /Straight	Bi/Bisexual	Gay/Lesbian	Prefer not to say	Own term	Option Not Marked
214	10	11	13	0	<5

Nationality

Scottish	English	Welsh	Irish	British	Prefer not to say	Other	Option Not Marked
163	22	<5	<5	43	<5	17	<5

Ethnic Origin – White

Scottish	Irish	Other British	Gypsy or Irish Traveller	Polish	Other
187	<5	38	0	<5	12

Ethnic Origin – Other Mixed or Multiple Ethnic Group

White & Black Caribbean	White & Asian	Other
0	0	0

Ethnic Origin – Asian/Asian British

Pakistani, Pakistani Scottish or Pakistani British	Indian, Indian Scottish or Indian British	Chinese, Chinese Scottish or Chinese British	Other	Prefer not to say
0	0	<5	0	0

Ethnic Origin

Black, Black Scottish or Black British	Arab, Arab Scottish or Arab British	Other	Prefer not to say	Other
0	0	0	<5	6

Caring Responsibilities

None	205
Primary carer of a child/children (under 18)	25
Primary carer of disabled child/children	<5
Primary carer of disabled adult (18 and over)	0
Primary carer of older person	0
Secondary carer (another person carries out the main caring role)	7
Prefer not to say	<5
Option not marked	10

Appendix 2: Equal Pay Policy Statement

Loch Lomond and The Trossachs National Park Authority is committed to the principles of equal pay for all of our employees, regardless of sex, race, religion or belief, age, marriage and civil partnership, pregnancy and maternity, sexual orientation, gender reassignment, or disability.

The Authority recognises that all staff in the workforce should receive equal pay for work of equal value, or the same or similar work, and we operate a single job evaluation scheme to measure the relative value of all jobs in our pay and grading structures within an overall framework that is consistent, transparent and fair. We aim to eliminate any gender, disability or racial bias in our pay systems and understand that equal pay as regards women and men; people who are disabled and those who are not; and people who fall into a minority racial group and those who do not is a legal right in accordance with both domestic and European law.

Our Job Evaluation and Pay Progression policies aim to reflect equal pay with respect to remuneration for all staff in ensuring that the level of reward is appropriate to the relative size and content of the job.

The Authority has worked towards ensuring that employees have confidence in the Authority's process of eliminating bias and we have therefore been committed to working in partnership with the Joint Negotiation and Partnership Forum. The Authority will continue working with the various stakeholders in taking action to ensure that it provides equal pay.

Our equal pay objectives are to:

- Regularly monitor and review the application of our policies and procedures to ensure there are no unfair, unjust or unlawful practices that impact on pay
- Agree and apply solutions to remedy any problems
- Consult with staff and keep them informed of any changes
- Carry out annual monitoring of pay statistics
- informing workers how their pay has been determined in each salary review
- Respond to any grievances in equal pay as a priority

If an employee considers that they are not being paid equally to another employee for the same or similar work, or for work of equal value, they are advised to raise their concerns informally with their manager or HR. If informal discussions do not resolve the matter to the employee's satisfaction, they should write to the Corporate Services Director setting out their concerns in accordance with the organisation's grievance procedure. Details of any complaints regarding equal pay will be retained confidentially for monitoring purposes.

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

Appendix 3: Staff Monitoring Data

The data below shows information recorded in the HR system as at March 2021.

Our analysis of the data indicates:

- A number of staff have not inputed all of their data and therefore we need to encourage existing staff to do this so that it will to provide us with a more comprehensive picture of the organisation. This was identified in our internal engagement workshop as an area for development.
- Our 'young workforce' in the 16-24 age range has the lowest number of staff in all of our age ranges.
- The majority of respondents have no religion.
- It is encouraging that only one member of staff has chosen not to declare the nature of their disability. We can take steps to further encourage staff to feel confident to declare any disabilities.
- A few members of staff would prefer not to say what their sexual orientation is. Again, we can take steps to further encourage staff to feel comfortable enough to share this information with us (in confidence) to help with our reporting and monitoring.
- In terms of ethnicity, the vast majority of our staff continue to identify themselves as white Scottish or other British. We have widened our network when advertising for vacancies and targeted particular organisations to encourage applications from under-represented groups.

What is your age?

Answer Options	Response Count	Response %
16 to 24	<5	<5
25 to 34	17	11%
35 to 44	44	28%
45 to 54	56	36%
55 to 64	30	19%
65 +	7	5%

What is your religion or belief?

Answer Options	Response Count	Response %
Christian	24	15%
Other Religion or Belief	<5	<5
None	43	28%
Not Stated	10	6%
Blanks	77	50%

Which of the following best describes your marital status?

Answer Options	Response Count	Response %
Married/Civil Partnership	31	20%
Separated/Divorced	<5	<5
Single	23	15%
Widowed	<5	<5
Prefer not to say	34	22%
Blank	64	41%

Do you consider yourself to have a disability?

Answer Options	Response Count	Response %
Yes	6	4%
No	109	70%
Blank	40	26%

If yes what is the nature of your disability?

Answer Options	Response Count	Response %
Deafness or partial hearing loss	<5	<5
Manual dexterity	<5	<5
Prefer not to say	<5	<5

Gender

Answer Options	Response Count	Response %
Woman	89	57%
Man	66	43%

How would you describe your sexual orientation?

Answer Options	Response Count	Response %
Bisexual	<5	<5
Gay woman / Lesbian	<5	<5
Heterosexual / Straight	62	40%
Blank	79	51%
Prefer not to say	11	7%

What do you feel is your Ethnic Origin?

Answer Options	Response Count	Response %
White Scottish	70	45%
White other British	29	19%
White Other	<5	<5
Other	<5	<5
Blank	52	34%

Nationality

Answer Options	Response Count	Response %
British	18	12%
Scottish	72	46%
English	8	5%
German	<5	<5
Hungarian	<5	<5*
Luxembourg	<5	<5
Other	<5	<5%
Other British	9	6%
Prefer not to say	<5	<5%
Blank	41	26%

Appendix 4: Visitor Monitoring Data

In 2015 we used snap cards to gather visitor information. In 2019/20 we used face-to-face interviews across 23 sample locations around the National Park to gather visitor information. The information from these surveys is used to further develop our tourism strategy and to direct improvements towards equalities across our visitor profiles.

Age

	Response Percent 2015	Response Percent 2019/20
16-24	12%	7%
25-34	20%	15%
35-44	19%	17%
45-54	20%	20%
55-64	17%	21%
65 and over	12%	19%

Gender

	Response Percent 2015	Response Percent 2019/20
Male	43%	46%
Female	57%	54%

Ethnicity

	Response Percent 2015	Response Percent 2019/20
White	95%	97%
Asian, Asian Scottish or British	<5	<5
Mixed	<5	<5
African	<5	<5
Caribbean or Black	-	<5
Ara, Arab Scottish or British	-	<5
Prefer not to say	<5	

Long-term Health Condition

	Response Percent 2015	Response Percent 2019/20
Yes	13%	9%
No	83%	90%
Prefer not to say	<5	<5

Condition

	Response Percent 2015	Response Percent 2019/20
Mobility Impairment	66%	69%
Mental Illness	13%	9%
Learning Disability	<5	<5
Sensory Impairment	<5	10%
Other	17%	10%
Prefer not to say	7%	6%

Appendix 5: Volunteer Monitoring Data

In December 2019 we asked volunteers to complete an anonymous equality monitoring survey to allow us to further understand the protected characteristics of our volunteers. The survey questions are below along with the responses, with comparisons for the three years this survey has been completed. Survey responses for each year are included in the table below.

Year	Response Count
2015	86
2017	65
2019	75

Reviewing the data for the three years the Volunteer Equalities survey has been completed, we can see that gender identity has become more equal with a significant increase in female volunteers from 37% in 2015 up to nearly half at 47% in 2019.

Our young volunteering pathways programme has had positive affect on our age dynamics with 8% of our volunteers aged between 16 and 25 in 2019, compared with 0% in 2017. We have however found a significant decrease in the 35 – 45 age range from 14% in 2017 to <5 in 2019. We speculate that this may be due to economic circumstances affecting time available to the age range.

The range of religious beliefs has stayed consistent through the survey period with Christianity representing about a third of our volunteers and around half stating they are not religious.

Similarly sexual orientation hasn't changed significantly with vast majority of our volunteers (90% in 2019) being heterosexual/straight.

The data gathered regarding disability and ethnicity shows that we still face challenges in attracting people with these Protected Characteristics to volunteer with the National Park. Less than 5% of volunteers stated that they have a registered disability. 99% are white and 97% identified as Scottish or British.

This is the first year we have gathered data regarding employment status so we don't have a comparison. 45% are retired which reflects our age dynamics and 47% are in employment, indicating that we are underrepresented in unemployed people who may benefit from volunteering to gain experience.

Overall the data provides an indication of progress in gender equality and young people volunteering, and shows that we have still work to do in terms of Disability, Ethnicity and employment status.

Summary of results from Equalities surveys 2015, 2017 and 2019

How would you describe your Gender identity? (%)

	2015	2017	2019
Male	63%	57%	52
Female	37%	42%	48%
In another way	0	0	0
Prefer not to say	0	<5	0

Age (%)

Age	2015 (adjusted)*	2017	2019
16 - 24	<5	0	<5
25 - 34	<5	<5	<5
35 - 44	11%	14%	<5
45 - 54	22%	20%	21%
55 - 64	22%	30%	34%
65 +	39%	30%	27%
Average age (est)	**55**	**57**	**55**

*2015 slightly different categorisation adjusted for comparison with 2017 and 2019

Religious Belief %

Belief	2015	2017	2019
Muslim	0	0	0
Buddhist	<5	<5	<5
Sikh	0	0	0
Hindu	0	0	0
Roman Catholic	<5	<5	<5
Church of Scotland	34%	27%	25%
Other Christian	<5	<5	14%
none	51%	52%	49%
Prefer not to say	n/a	<5	<5

How would you describe your sexual orientation? (%)

Orientation	**2015**	**2017**	**2019**
Bisexual	0	0	<5
Gay man	<5	<5	<5
Gay woman	<5	<5	0
Heterosexual/straight	87%	88%	90%
other	0	0	<5
Prefer not to say	10%	9%	<5

Do you consider yourself to have a disability? (%)

	2015	2017	2019
Yes	<5	0	<5
No	93%	97%	97%

Prefer not to say	<5	<5	<5
Nature of disability	Deafness Physical disability Mental health condition		Physical disability
Volunteers who are affected daily by health problems	n/a	0	12%

Which ethnic group do you most identify with? (%)

Description	2015	2017	2019
White	100%	99%	99%
Mixed or multiple	0	0	<5
Asian/Asian Scottish British	0	0	0
African	0	0	0
Caribbean	0	0	0
Other	0	<5	0

What do you feel is your national identity? (%)

Description	2015	2017	2019
Scottish	70%	67%	72%
Other British	26%	26%	24%
Irish	0	<5	<5
Other	<5	<5	<5

Employment status (%)

Status	2015	2017	2019
Employed – full time	No data		25%
Employed – part time			13%
Self employed			10%
Unemployed short term			<5
Unemployed long term			0
Student			<5
Permanently Sick			0
Retired			46%
Looking after Family			<5

Appendix 6: Report in accordance the Gender Representation on Public Boards (Scotland) Act 2018

The Gender Representation on Public Boards (Scotland) Act 2018 ("the Act") imposes a duty upon public authorities and those responsible for appointing public board members to take action to achieve the "gender representation objective" specified in the Act which is that 50% of non-executive members of public boards are women.

As a public authority specified in Schedule 1 of the Act the National Park Authority has a duty to report to the Scottish Ministers under Section 8(5) of the Act.

Six of the National Park Authority's 17 Board members are directly appointed by the Scottish Ministers and therefore fall within the remit of the Act.

With regard to the Board members appointed by the Scottish Ministers the National Park Authority is required to publish reports on the carrying out of its functions under Section 5 (Encouragement of applications by women) and Section 6 (Duty to take steps towards achieving objective) of the Act in accordance with the provisions made in the regulations.

The regulations are The Gender Representation on Public Boards (Scotland) Act 2018 (Reports) Regulations 2020 ("the Regulation's") which came into force on 29th May 2020.

With the exception of the Convenor of the Board, the ministerial appointments to the National Park Authority Board are appointed from 1 November 2018 until the 31 October 2022. The Convenor's appointment runs from 1st February 2015 until 31st January 2023. The six board members appointed by the Scottish Ministers currently comprise three men and three women.

Report in Terms of Section 8 of the Act

1. Section 5 - Encouragement of applications by women
As the Ministerial appointments to the National Park Authority board were made prior to Section 5 of the Act coming into force on 29th May 2020, and as no vacancies for a non-executive member of the Board arose during the reporting period (29th May 2020 to 30th April 2021) the National Park Authority has not taken steps over this period to encourage women to apply to become directly appointed members of the Board in terms of the Act.

2. Section 6 - Duty to take steps towards achieving objective
At the date of this report the National Park Authority's Board meets the gender representation objective for a public board in so far as 50% of the non-executive members are women. The gender representation objective was achieved prior to the reporting period (29th May 2020 to 30th April 2021) therefore during the reporting period the National Park Authority has not taken other steps over this period to achieve the gender representation objective in terms of the Act.