



Equalities Mainstreaming Report and Equalities Outcomes Progress Report 2023

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Contents

Contents

Published: April 2023	1
Contents	2
About this report	3
Background	4
Executive Summary	6
1. Our People and Governance.....	8
2. Serving the public.....	14
3. Decision-making.....	19
Appendix 1: Employee Information/Workforce Composition.....	21
The detailed data for 2022/23 job applicants is as follows:.....	26
Appendix 2: Equal Pay Policy Statement.....	32
Appendix 3: Staff Monitoring Data	33
Appendix 4: Volunteer Monitoring Data	37
Appendix 5: Report in accordance the Gender Representation on Public Boards (Scotland) Act 2018	40

About this report

This report identifies the progress we have made over the last two years to mainstream equality and achieve the Equalities Outcomes we set for 2021-2025. It follows on from the report we published in 2021 on progress towards achieving our Equalities Outcomes for 2017-2021 and our new equalities outcomes for 2021-2025.

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 new [National Park Partnership Plan 2024-29 has been drafted](#) and approved by the Board for public consultation from April to July 2023. The draft Plan is about transformation in the face of huge challenges. Transforming the way each of us live, work in, visit and look after the National Park to achieve a more positive, sustainable future for us all. While facing the twin environmental crises of climate change and biodiversity loss, the Plan emphasises that together we need to find ways to adapt to and shape a new, positive future for the National Park's people and environment. In doing this we must carefully manage any challenges to ensure this is a 'just transition' to a fairer, greener future for all, particularly for those who may be negatively impacted by this transition.

Our 5-Year (Corporate) 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 157 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. Most of our office staff undertake a mixture of office and home working.

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 support the organisation to achieve our equality outcomes and work with all staff across the organisation to mainstream equalities into all work areas.

Executive Summary

In our last report we set the three Equalities Outcomes to pursue for 2021-25:

- 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

A lot has happened in the two years since. We have emerged from the global pandemic, the urgency to address the climate and nature emergencies has continued to grow, and visiting and experiencing the National Park has become even more popular.

Our organisation continues to respond to these drivers, and in doing so our commitment to promoting and equalities and inclusion in carrying out our work remains steadfast. This report looks back at recent accomplishments with respect to equalities, and 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. In doing so it provides an interim progress report on the 2021-25 outcomes.

Crucially, we are now consulting on our draft National Park Partnership Plan 2024-2029. When finalised, this strategic plan will guide how all of those with a role to play in looking after the National Park will work together to manage the Park and achieve a shared vision for the area. The draft plan seeks to rise to the challenge that the National Park is a unique place and a special landscape, including that things are, and should be, done differently here to maximise the benefits that can be provided for nature, climate and people.

A key principle of the draft plan is that the National Park is for everyone and we can only achieve its aims as part of a just transition towards a fairer, greener future. Equality is a common thread that runs through the document, including in sections that cover how we can connect people from all backgrounds with nature, reaching people who don't currently access the National Park, promoting sustainable transport, and enabling diverse and thriving communities. To support this, we have designed our consultation and engagement programme to foster input from people whose voices are less often heard during such consultations.

In the meantime we have been taking forward a wide range of work to progress our Equalities Outcomes. Some highlights include:

- A new pilot one-year Board position to work closely with us to improve representation of ethnic minorities in the outdoors sector and to help the organisation better engage with ethnic communities.
- We formally adopted hybrid working for our staff and reduced the working week to 35 hours. Combined, these to create a more inclusive and supportive workplace.
- Tried a camping loan kit scheme with The Kurdish Women Community Group, made up of refugees and asylum-seeking women based in Glasgow. Women and their children camped (many for the first time) for two nights at the National Park Campsite at Loch Achray supported by National Park Volunteer and Campsite Rangers.

As we look forward, we will continue on the path of our 2021-2025 outcomes. Alongside the new National Park Partnership Plan's commitment to inclusion, the steps and actions we have taken over the past two years have created momentum that we can build on going forward across our organisation and the National Park's visitors and communities.

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. We are proud to report that our gender pay gap continues to be in favour of women (1.05% mean and 1.55% median), reflecting our continuing commitment to gender equality.

Our first equality outcome for 2021-2025 covers our people, which we broadly define as our staff, volunteers, and Board.

- Outcome 1: At all levels of the organisation, our staff, volunteers, and Board better reflect the diversity of 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: Improve our data collection to better understand the existing characteristics of our people and those who apply to work with us.

In January 2022 we launched our new HR system, PeopleHR, and one of the first actions to launch the system was a campaign for all staff to update their equality and diversity information. Since the initial campaign we have seen completion rates increase by 15%, but completion rates are still only just over 50%. We continue to take initiatives to encourage completion. One is that in the coming years we will be moving to a new e-recruitment system that will automatically pull data directly from successful job applicants into their record on PeopleHR.

Activity 2: Build our knowledge and implement best practice in inclusive recruitment, including through diversity networks and other external expertise.

The most significant step that we have taken in this area is to advertise all of our vacancies internally and externally at the same time. This was a major shift in our recruitment policy and was fully supported by our Trade Union as we continue to strive towards a more diverse organisation.

We continue to promote our vacancies through social media to attract a wider and more diverse audience, and we have increased our active engagement with groups and networks such as CEMVO, Inclusion Scotland, Backbone, Boots and Beards, and Black Professionals Scotland. In addition, we have undertaken the following:

- We have reviewed our application form and job descriptions to ensure compliance with accessibility guidance.
- We have revised our job advert template and diversity messaging on all adverts.
- Hybrid working is in place and referenced in recruitment campaigns, where appropriate.
- Virtual recruitment is our default position for all interviews.
- We continue to share best practice in recruitment through our partners network.
- We continue to 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.
- We have successfully secured funding to support Developing our Young Workforce initiative and recruited:
 - 2 Ranger Modern Apprenticeships
 - 2 summer placements for our Communications team
- In partnership with Inclusion Scotland, we recruited a 6 month project management placement through the ‘We can Work’ programme for a person with a disability to work within our Corporate governance team.

Activity 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.

Over the last year we have undergone a period of Board change with several new Members joining our Board. There are three routes to appointment as a Board Member and our ability to influence the diversity of the individuals coming forward for these roles varies across the different routes.

With new locally-elected and Local Authority nominated Members now in post, our current total Board composition is five females (31%) and eleven males (69%), with no members identifying their sex outside of these two categories. This represents a slightly more balanced representation than previously, but we consider that there is still work to be done to diversify the representation at Board level.

The balance of our current Ministerial appointees is 60/40, with three females and two males. There is also one Ministerial vacancy.

The six Local Authority nominated members are put forward by the Council administrators of each of the four local authorities. While the National Park Authority

can express preference in terms of the background, skills and experience of nominees, this is the extent of our influence. The current balance of the Local Authority nominated Members is currently two female (33.4%) and four male (66.6%). This represents a change from last year, following the most recent Local Authority Elections, with an increase in female Members by one, which is an improvement, but does not go as far as we would like in achieving a balanced representation.

The third grouping of members are directly elected to the Board through local elections held across five wards within the National Park. The CEO of Stirling Council is the responsible Returning Officer who organises and promotes these elections. During 2022-23, we implemented a suite of activities aimed at increasing the diversity of candidates in the local elections, which included;

- The development of inclusive promotional materials to target and appeal to traditionally underrepresented groups on the National Park Authority Board, specifically women, people from ethnic minorities, younger people and disabled people.
- Holding a series of election public information sessions in person (at Arrochar, Callander and Balloch) and online throughout April and May, involving some of our female Board Members talking about how the role works for them. The sessions and our wider engagement strategy saw communication with around 30 people expressing interest in the election across all Wards, with a 50/50 gender split in enquiries from potential candidates.

While this resulted in more diversity in those seeking information about nomination, it disappointingly only resulted in one female candidate putting herself forward for election. She was not elected and the balance of the current directly-elected Members remains 100% male, as it was following the 2018 elections.

Aside from this, we have worked to increase the accessibility of our governance structures and have seen an increase in the number of Board Members with declared disabilities and caring responsibilities. Through the introduction of hybrid meeting capacity for some meetings and access to IT hardware and software as required, we aim to continue to develop the accessibility of our governance structures.

We reviewed the process of electing the leadership roles of the Board in order to increase accessibility and promote a skills-based approach with an emphasis on equality and diversity. As a result, we created a series of role profiles for the leadership positions. Equality, Diversity and Inclusion was explicitly set out as a key responsibility for the Board, its Members and those in the elected leadership roles of our governance structure. Of the five main leadership roles of the Board (Convener, Depute Convener, Chair of Planning and Access Committee, Chair of Audit and Risk Committee and Chair of Futures Group), 60% are female and 40% male.

The Board Training Programme for 2023-24 will include a commitment to Equality, Diversity and Inclusion training for all Board 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:

- Implemented our New Ways of Working and Hybrid Working Principles providing a more flexible and inclusive way of working.
- We have reviewed our staff induction process to support our hybrid working model.
- Delivered training on promoting, equality of opportunity, diversity and inclusion for all staff.
- Continued to increase pay to meet increases in the Scottish Living Wage.
- Taken a number of steps to support staff's physical and mental health. This includes:-
 - Reducing the working week from 37 hours to 35 hours
 - Introducing a Menopause Policy and associated training
 - Creating a Wellbeing & Hybrid Hub on our staff intranet
 - Offering staff the opportunity to attend wellbeing events such as Building Resilience and offering access to 'Neuroequity' a cloud-based Mental Health and Wellbeing platform.
- Signed up to support the Young Persons Guarantee. This includes continuing to commit to supporting young people to gain vital employability skills, and in 2022 we are participating in the Career Ready mentoring programme with support for a local High School pupil on a 4-week paid internship.
- Supported a National Park Youth Committee member on an 8-month work experience placement.
- The volunteer policy was updated within this period and outlines how we will continue to prioritise equity and diversity within our programme, for example, our 'fast track' on standard recruitment timelines for those from a prioritised group.

Case Study – Hybrid Working

In 2022 we began a trial of formal hybrid working as we emerged from pandemic office working restrictions. Staff and managers were supported through this transition to ensure through hybrid working we would continue to deliver business whilst providing work-life balance for staff. In March 2023 we confirmed we would adopt hybrid working on an ongoing basis. Below is a quote from one of our staff members explaining the impact this has had:

“Loch Lomond and The Trossachs National Park’s approach to hybrid working has given me the ability to progress my career and experience some amazing opportunities in a role that I love, surrounded by incredibly talented and passionate colleagues who all care deeply about the area. Living just outside the National Park boundary, it’s allowed me to take a role I always wanted whilst balancing being a mum and being an ambitious person – I’ve been empowered and supported by the organisation to ensure that I’m able to give my best to my family and to the organisation, and for that, I’m incredibly thankful.”

Case Study – Celebrating the achievements of young people

In 2022 we nominated one of our Young Volunteers for the Stirlingshire Voluntary Enterprise’s Inspire Volunteering Awards, recognising their hard work and commitment to volunteering in the National Park. They were finalists at the awards and enjoyed an evening at the Royal Albert Halls, meeting with other finalists including the other two nominations within the Young Person’s category.



Picture of National Park Youth Committee

Our Youth Committee were also selected as finalists for the Young Scot 2022 Environment category, with two members representing the group at the Edinburgh International Conference Centre. Recognised particularly for their advocacy work during COP26, the group were thrilled to come as runners up in this nationwide awards ceremony.

We will continue to look for opportunities to recognise the achievements of our volunteers, not only to celebrate the individuals themselves but also to create positive news stories that we can promote to new and diverse volunteers.

Case Study – National Park Board Shadowing

Zain Sehgal, age 35, is co-founder of Boots & Beards, an award-winning charity helping Glasgow's Asian and other minority ethnic populations to discover nature and the outdoors across Scotland.

Last year, Zain joined the Board of Loch Lomond & The Trossachs National Park Authority where he has been working closely with the National Park Authority to improve representation of ethnic minorities in the outdoors sector and to help the organisation better engage with ethnic communities.

His appointment follows similar shadowing opportunities for people from other under-represented groups, including a disabled person and action to improve gender balance on the Park Authority's Board



Zain Sehgal, co-founder Boots & Beards

'Inviting me to join the Board in a shadowing position was a bold move for the National Park Authority and hopefully an important step towards more ethnic diversity within the organisation.

It was also a big step for me but I know that if we are to overcome some of the barriers that prevent communities such as ours from benefiting from Scotland's amazing landscapes, that needs to involve people from the community.'

2. Serving the public

Introduction

Our second equality outcome for 2021-2025 covers how we encourage and create equality and diversity within the National Park and with those who interact with us.

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

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: 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

In June 2022 we published our new multi-year programme for capital investment in our visitor infrastructure in the National Park. The Place Programme is guided by a set of five thematic priorities one of which is “Supporting Inclusion and improved accessibility to the National Park by identifying and facilitating actions that support equality and diversity to secure barrier free / inclusive access, meeting the needs of all users”.

To support this, in 2022 our ‘Park for All’ group initiated a review of the internal process for completing Equality Impact Assessments (EqIA) to ensure all staff were aware of the procedures and felt confident and supported to complete them. We also worked with our legal advisers to provide bespoke training on equalities legislation and work through a live example of an EqIA for a current project. This process is now better informing decision-making on projects to ensure they take into account equality impacts.

On the services side, one highlight is how we enable 14 organised groups such as Duke of Edinburgh, Scouts, and youth organisations to receive special authorisations to camp in a Camping Management Zone, or at a campsite that we manage, without charge. The aim is to encourage young people to use their right to responsible access, and experience natural environments that they have on their doorsteps. In 2022 we processed 42 Duke of Edinburgh group applications, along with 24 other applications. In total these facilitated over 700 young people in accessing and enjoying the National Park through an overnight stay.

Case Study – Inclusive Camping project

In September 2022, we trialed a camping loan kit scheme with The Kurdish Women Community Group who are a group of refugees and asylum-seeking women based in Glasgow.

Women and their children from the group camped for two nights at the National Park Campsite at Loch Achray. Free camping equipment was supplied by Scottish outdoor brand, Vango, as part of a partnership with them. The group borrowed the camping kit and were supported by National Park Volunteer Rangers and Campsite Rangers over the weekend who helped them to set up the camping equipment and ensure they had a safe and enjoyable experience. The National Park Travel Grant contributed to the cost of transport to the campsite.

Most of the group had never experienced camping before. As well as spending time in nature, it allowed the group to spend time together, switching off from busy and stressful lives. The children spent time with their friends and had fun playing and exploring. The feedback from the group was very positive and constructive, enabling us to further develop the camping kit loan scheme project.



Kurdish community group camping experience

Feedback from the children:

'The camping was fun we did lots of activities which were great. And it was my first-time camping because we don't have a car so we can't go to far places and I would like to go camping again with my friends'.

'I loved the camping so much and I loved how beautiful and clear the stars looked'.

Activity 5: 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.

Our new [National Park Partnership Plan 2024-29 has been drafted](#) and is out for consultation. The draft Plan proposes a target date for becoming a net zero National Park by 2040. The consultation on this draft Plan will provide an opportunity to discuss what this would mean and gather views on these aspirations with all key stakeholders. As a heavily visited landscape, the draft Plan highlights the significant opportunity to influence how people access the outdoors in a way that is more in harmony with nature and supports the reduction of emissions. Through this we can improve the equality of access to the outdoors for those currently unable to enjoy the National Park, including, for example, fundamental changes in how people get to, from and around the National Park. Particularly relevant to promoting equality in the transition to net zero, the draft vision sets out that we want to achieve:

- More working age young people and families from a diverse range of backgrounds live in the National Park taking advantage of new green jobs, skills and other business opportunities as well as an increase in affordable housing.
- That visitors and local residents travel to, from and around the National Park using a well-connected and affordable system of public transport and active travel services such as shuttle buses, waterbuses and cycle routes.
- That visitors from all backgrounds value and feel connected to nature whilst enjoying great services and facilities in popular places where tourism and hospitality businesses are thriving, providing local jobs

Activity 6: Update our visitor information across our communications platforms to ensure it is accessible and that our imagery better reflects the diversity of Scotland

We have continued to refresh our corporate image library and expand the diversity of the people in our images to be more representative of society. These have been used to promote the following key communications campaigns:

- Local Board Member Elections 2022
- Visitor management communications throughout 2021 and 2022
- Water safety in the National Park

A focus on inclusive imagery will be a key component of any new imagery going forward. Following updates to our image gallery in 2021, further photoshoots took

place in early 2023, with more to follow, to ensure our visual communications are more representative of the broad range of marginalised communities that can make the most of the National Park. This includes shooting new images with:

- People from black and minority ethnic communities
- People with disabilities
- People who identify as LGBTQ+



Examples of the new image library content for publications

Activity 7: 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

We have been working closely to support our business networks to consider equity in all their offers. For example, we have created and published an online business toolkit to promote ways that businesses can make simple improvements to be more accommodating and welcoming to visitors with additional needs. This includes signposting to a range of specialist organisations who can provide further advice and support.

Through our support for larger scale partner events, we promote inclusivity and diversity through promotional assets. Practical information to support event participants and visitors is also included in advance event information.

In 2023 we worked with consultants Diversity Scotland to review of our Equality, Diversity and Inclusion work. As part of this project, we shared examples of our Equality, Diversity and Inclusion engagement work for further learning and insight, and also hosted a workshop 'Introduction to Privilege, Equity, Allyship and Conscious Inclusion' for staff to attend. One workshop participant had this to say 'The training session with Diversity Scotland provided a safe space which facilitated a rare opportunity to engage in thought-provoking discussion and idea sharing between colleagues, with particular focus on allyship and how to make our working environment more welcoming and inclusive for everyone.'

The recommendations in the consultant's report will be incorporated into work planning for the Education, Inclusion and Volunteering Teams focus for the year ahead.

3. Decision-making

A key way for us to improve equality in the National Park is to embed it into our decision-making. Our third equality outcome for 2021-2025 is:

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

Activity 8: 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

We have consulted and engaged on a number of plans and policies in recent years, all of which have been designed to be accessible and inclusive.

The easing of COVID-19 restrictions has allowed us to offer more in-person engagement opportunities, creating a more hybrid approach to how we engage with a wide variety of people.

- Local Board Member Elections activity included a mix of in-person and online information events for people to find out more about the role of Board members.
- Engagement around the review of the Loch Lomond Byelaws in 2022 incorporated a series of both in-person and virtual events prior to the consultation, to work with a variety of loch users and interested parties to develop proposed changes to be included in the consultation. A digital consultation system was used to collect feedback on these proposals during the consultation period, with paper copy equivalents being made available at various locations around and outside the National Park. A series of in-person pop up events were then held at locations around Loch Lomond for loch users to hear more about the consultation. A session was also held with our Youth Committee to allow young people to also feed their thoughts into the consultation.

Our consultation approach for the development of our new strategic plans was informed by user research with 'lesser heard voices' – including people or groups representing people from black and minority ethnic communities, older people, younger people including those who live in more deprived areas close to the National Park, people with disabilities and

The engagement around the consultation has been designed in a way that ensures everyone has the opportunity to be part of the conversation in a way that feels right for them. This includes the 12-week public consultation on our draft National Park Partnership Plan this spring, and for our Local Development Plan later in the year. In

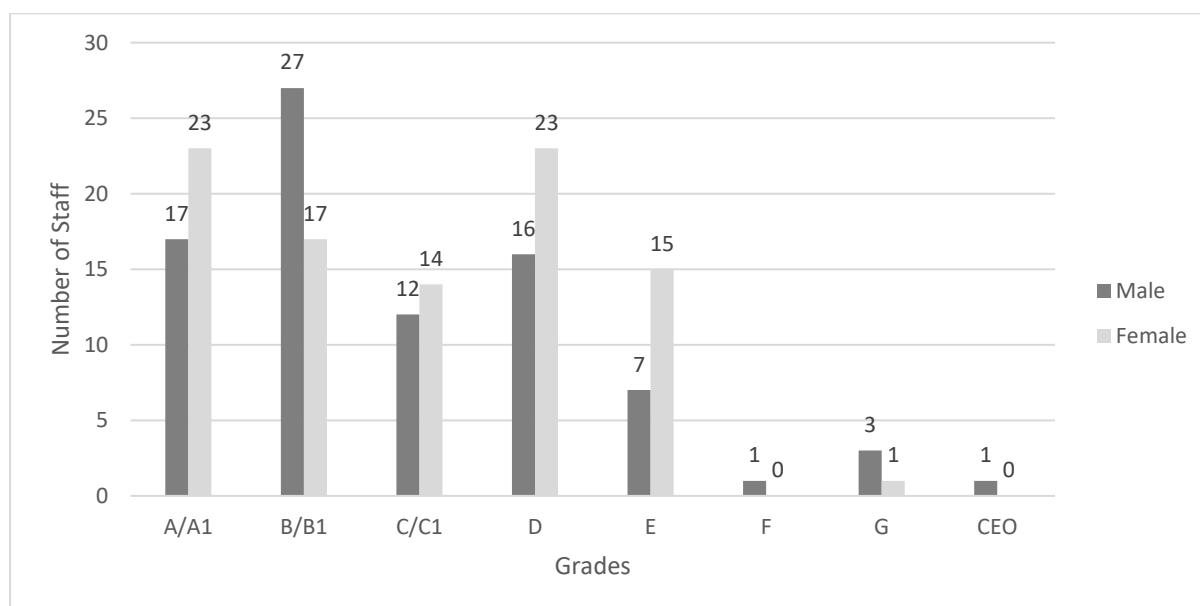
preparation we have worked with independent researchers to engage with a range of underrepresented groups to better understand their preferred methods of engagement and how we can design the consultations to reach their communities. As a result, we will include a mix of in-person events, focus groups and digital communications throughout these consultations.

Activity 9: Ensure we adequately assess the equalities impacts of our policy and funding decisions

Within all our procurement activity which is advertised via Public Contracts Scotland we now include a bidder assessment on how they meet or exceed the requirements of Fair Work First. This assessment along with other award criteria determines which bidder offers the best value for money. Furthermore, for all relevant contracts (dependant on value, length of contract and commodity being acquired) we will work with the appointed supplier to ensure enhancement of their working practices with regards to Fair Work First and to ensure their continued compliance for the duration of the contract.

Appendix 1: Employee Information/Workforce Composition

Years	2022/23			2020/21		
Headcount	Female	Male	Total	Female	Male	Total
Team members	77	74	151	77	55	132
Managers	16	12	28	12	11	23
Total	93	86	179	89	66	155



The above table provides the breakdown by sex and grade for 2022/23. Looking at the above graph you can see that the highest number of females work within the D grade and the highest number of males 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.

Age	2022/23		2020/21	
	Female	Male	Female	Male
16-24	<5	9	<5	<5
25-34	15	7	13	<5
35-44	25	19	25	19
45-54	30	24	30	26
55-64	16	26	15	15
65 and over	<5	<5	6	<5

Board Members

2022/23

<i>Age</i>	<i>Female</i>	<i>Male</i>	<i>Total</i>
35-44	<5	<5	<5
45-54	<5		<5
55-64	<5	<5	<5
65 and over		<5	
Total	<5	<5	<5

2020/21

<i>Age</i>	<i>Female</i>	<i>Male</i>	<i>Total</i>
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 re-appointments made in November 2022, the National Park Authority Board continues to achieve 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

<i>Sex</i>	<i>Full-time</i>	<i>Part-time</i>	<i>% Full-time</i>	<i>% Part-time</i>	<i>Total</i>
<i>Male</i>	66	18	78%	22%	84
<i>Female</i>	57	36	61%	39%	93

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. However, the pandemic has seen a large shift in the labour market, and we see this coming through now with people leaving for a new challenge, change of career or to retire earlier than they originally thought.

Leavers 2022/23

<i>Leavers</i>	<i>2022/23</i>		
<i>Age</i>	<i>Female</i>	<i>Male</i>	<i>Total</i>
<i>16-24</i>	<5	<5	<5
<i>25-34</i>		<5	<5
<i>35-44</i>	<5	<5	<5
<i>45-54</i>	<5	<5	<5
<i>55-64</i>	<5	<5	<5
<i>Total</i>	<5	<5	<5

Leavers 2020/21

<i>Leavers</i>	<i>2020/21</i>		
<i>Age</i>	<i>Female</i>	<i>Male</i>	<i>Total</i>
<i>16-24</i>			
<i>25-34</i>			
<i>35-44</i>	<5		<5
<i>45-54</i>		<5	<5
<i>55-64</i>			
<i>65 and over</i>			
<i>Total</i>	<5	<5	<5

Staff Promotions

2022/2023

Grade	Female	Male
B		<5
C1	<5	
Total	<5	<5

2020/2021

There were no promotions in 2020/21 due to the pandemic.

Learning and Development

The following table shows a combination of internal and external courses attended by staff as well as e-learning activities. The significant difference between the years is due to the increase in e-learning that was carried out by staff during the pandemic when working from home.

2022/2023

L&D Activities	Female	Male
	38	88

2020/2021

L&D Activities	Female	Male
	242	208

Gender pay gap

At March 2023 the 'median gender pay gap' for the National Park Authority is 1.55% in favour of women. This means that when using the median, women at the National Park Authority are paid 1.55% more than men.

Sex	2022/23	2021/22
Female	£17.24	£16.50
Male	£16.97	£15.37

At March 2023 the "mean gender pay gap" for the National Park Authority is 1.05% in favour of women. This means that on average, women at the National Park Authority are paid 1.05% more than women.

Sex	2022/23	2021/22
Female	£18.34	£16.36
Male	£18.15	£16.39

Occupational Segregation

We have undertaken occupational segregation which shows the split across each team of male and female. The most notable difference is within the Executive & Business Support team where all staff are female.

Service Area	Executive		Executive & Business Support		Corporate Services		Engagement & Innovation		Place		Environment & Visitor Services	
	M	F	M	F	M	F	M	F	M	F	M	F
Grade												
A/A1				<5	<5	<5					14	14
B/B1				<5	12	<5		<5	<5	<5	13	<5
C/C1					<5	<5	<5	<5	<5	<5	<5	7
D					7	6		<5	<5	10	6	<5
E				<5	<5	<5		<5	<5	<5	<5	<5
F											<5	
G	<5	<5										
CEO	<5											

Pregnancy and Maternity

In 2022/23 there were three people on maternity leave and all of them have returned to their original positions.

Flexible Working Requests

Following the pandemic, we now work with a hybrid model, which means we have seen a reduction in the number of flexible working requests. We have had three in 2022/23.

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 are looking for a more flexible approach to working hours.

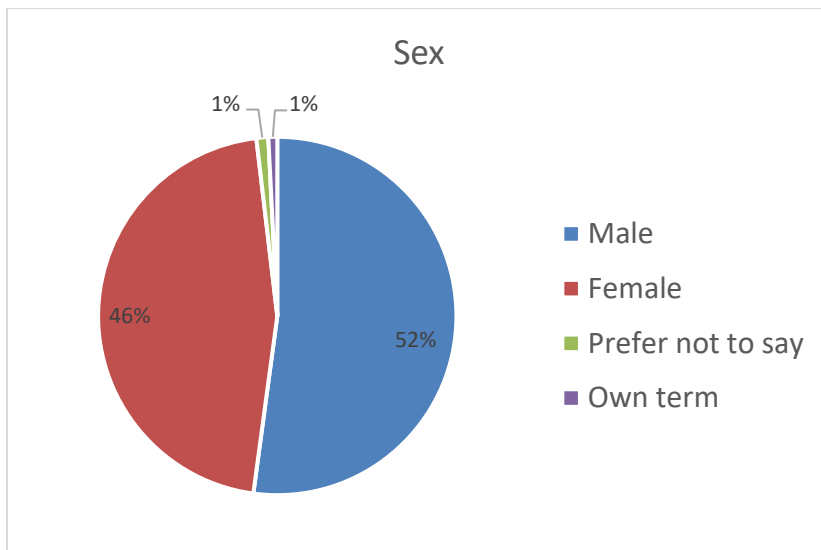
<i>Year</i>	<i>No. of Applicants</i>	<i>No. of complete returned forms</i>	<i>% complete</i>
2022/23	391	375	96%
2021/22	249	249	100%

2022/23 Recruitment Data information

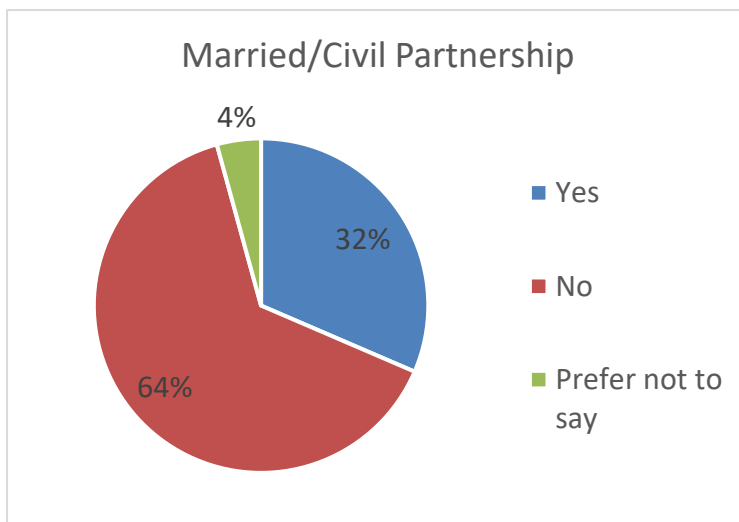
Our revised application form has brought a high completion rate for our equality monitoring data. The biggest percentage of applicants are from men although we have a higher proportion of women employed. Encouragingly, only a small proportion of applicants are using the ‘prefer not to say’ option. We continue to have a very small percentage of applicants from ethnic backgrounds other than Scottish/Other British. We have widened our network when advertising for vacancies and targeted particular organisations to encourage applications from other under-represented groups. For those with caring responsibilities the majority are for children under 18. Our family friendly policies will be of benefit across all caring categories.

The detailed data for 2022/23 job applicants is as follows:

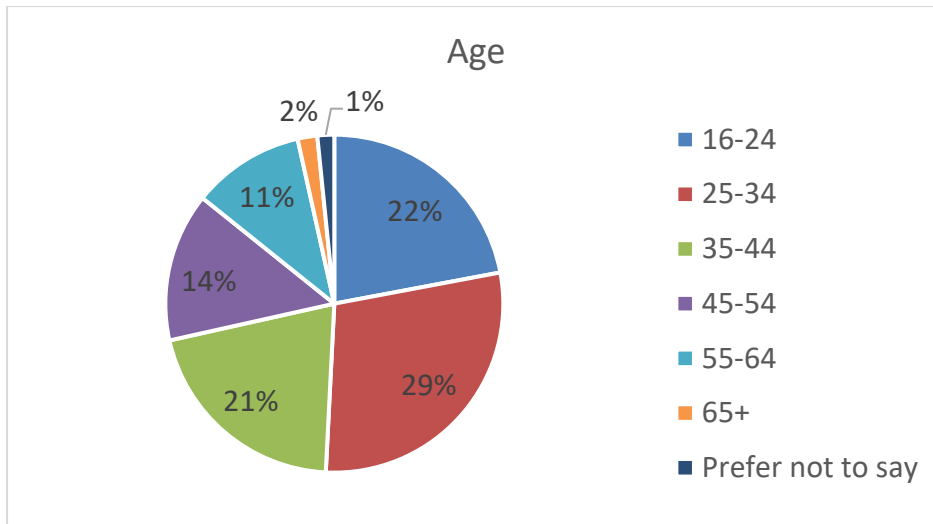
Sex



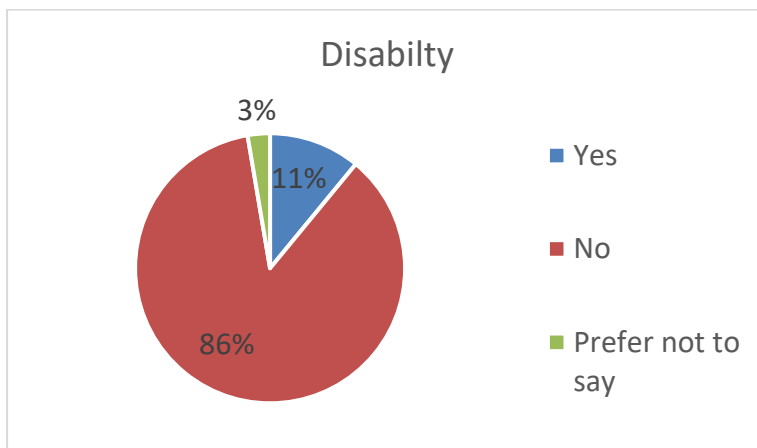
Married/Civil Partnership



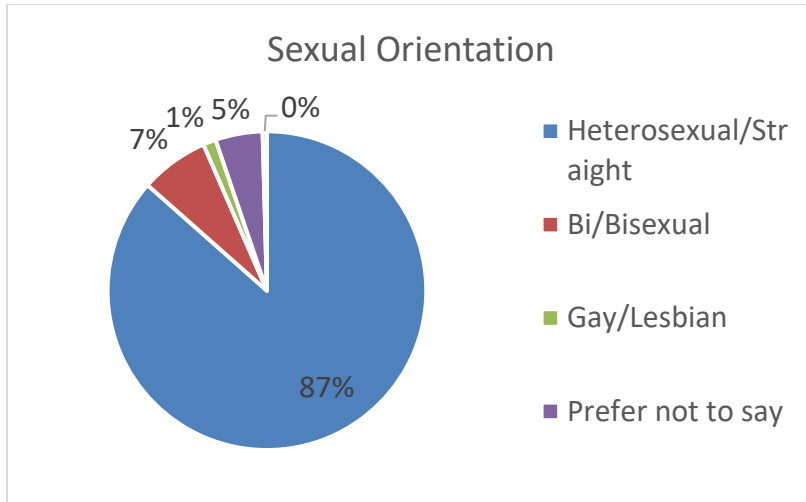
Age



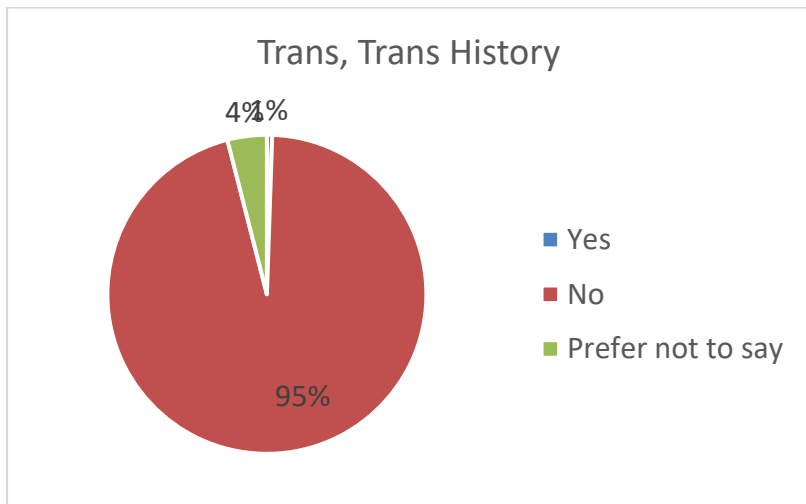
Disability/health condition



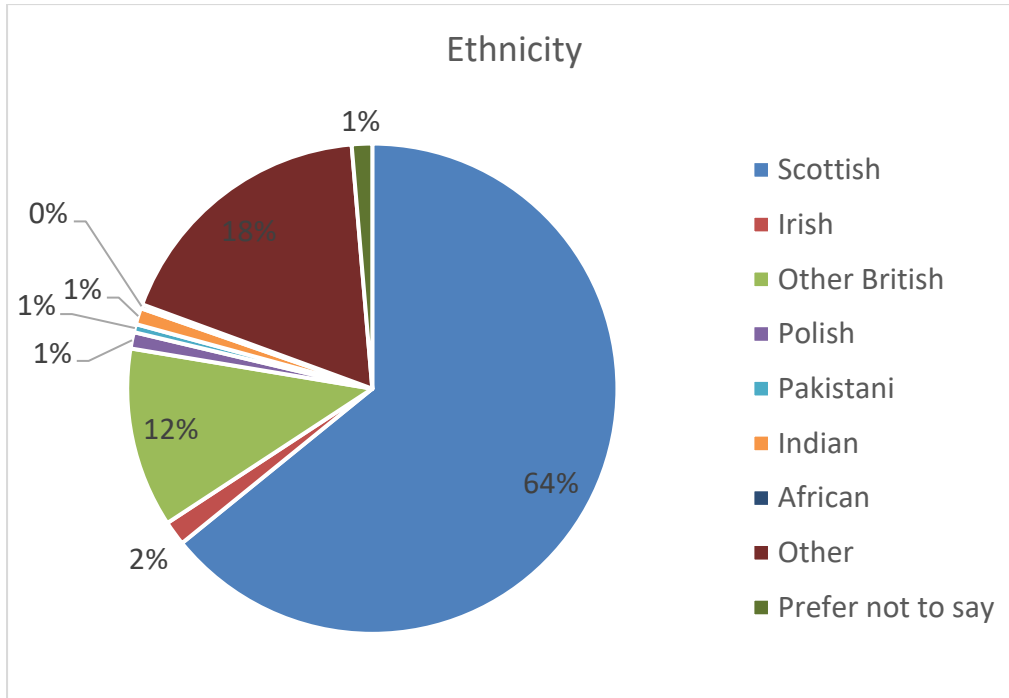
Sexual Orientation



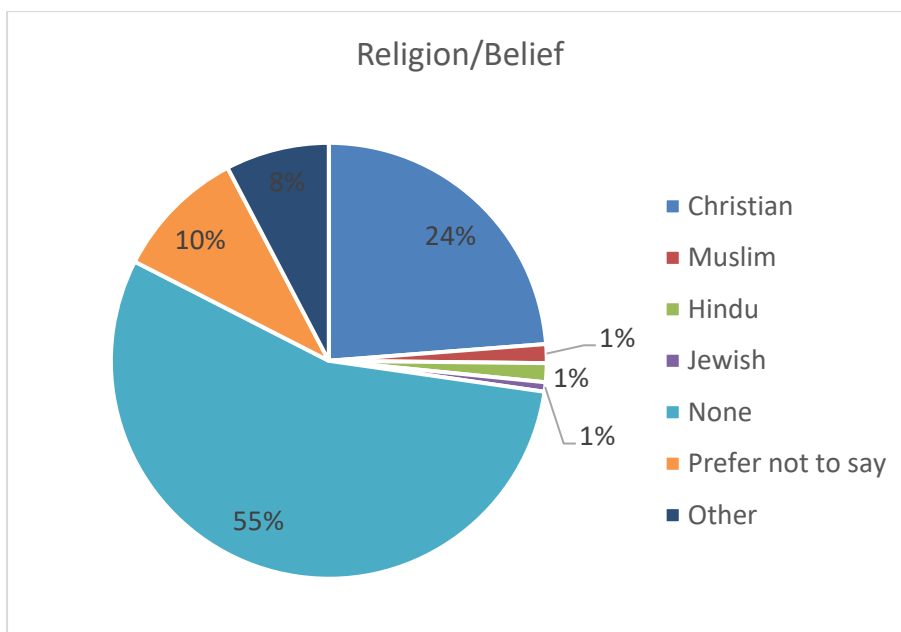
Trans/Trans History



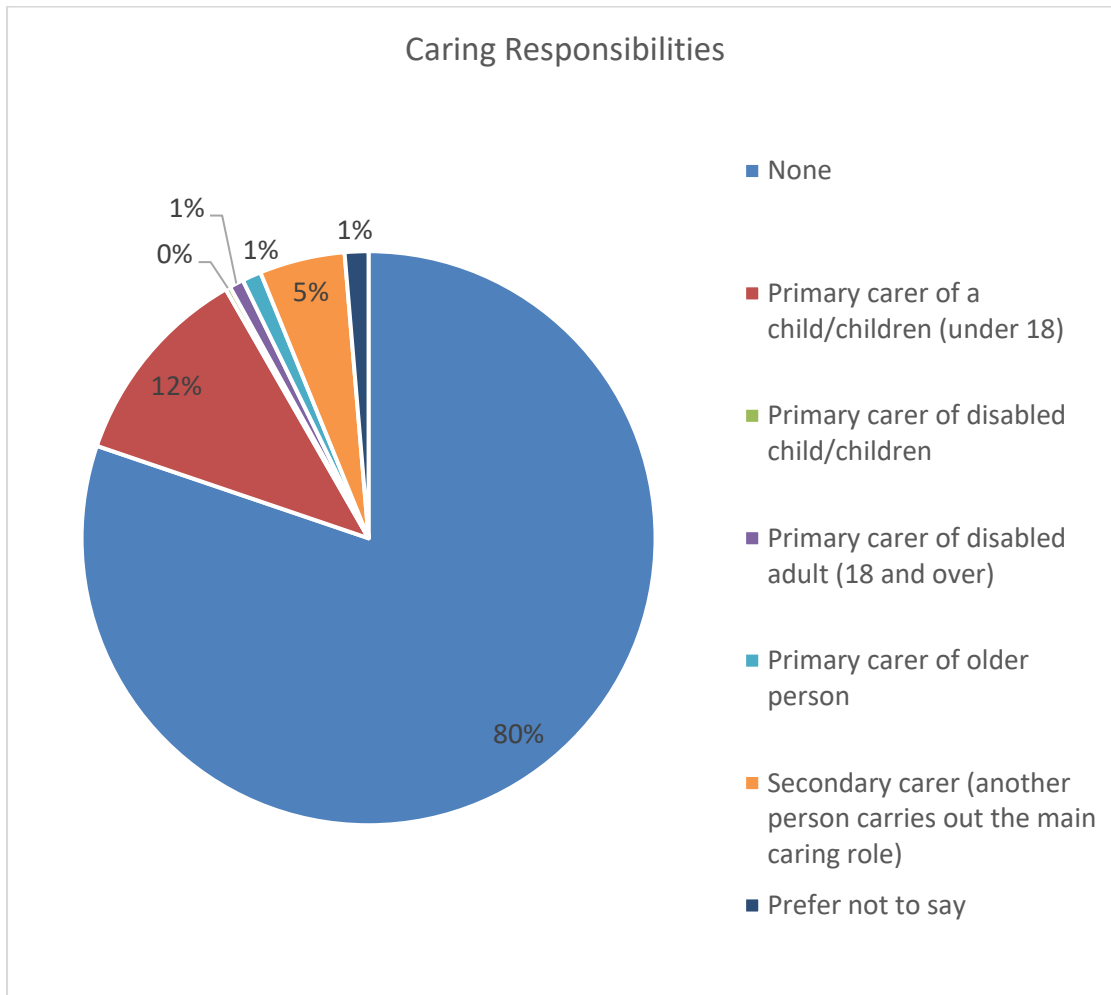
Ethnicity



Religion or belief



Caring Responsibilities



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 bias in our pay systems and understand that equal pay as is a legal right in accordance with the law.

Our Job Evaluation and pay progression processes 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 2023.

Our analysis of the data indicates:

- Despite several targeted initiatives, a high percentage of staff have not input their data into the HR system. We will continue to address this and look for more innovative ways to encourage completion to provide us with a more comprehensive picture of the organisation.
- The highest percentage of staff are over age 40. Reduction in the working week and other family friendly and wellbeing policies have been implemented to support work life balance and wellbeing.
- We continue to have staff who have chosen not to declare the nature of their disability. Through our wellbeing initiatives and focus on employee engagement we will continue to encourage staff to feel confident to declare any disabilities.
- A few 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 staff continue to identify themselves as Scottish or other British. We have widened our network when advertising for vacancies and targeted particular organisations to encourage applications from other under-represented groups.

What is your age?

<i>Answer Options</i>	<i>Response Count</i>	<i>Response %</i>
16 to 24	16	5%
25 to 29	8	3%
30 to 34	12	4.5%
35 to 39	15	5.5%
40 to 44	26	9.5%
45 to 49	26	9.5%
50 to 54	12	5%
55 to 59	21	8%
60 to 64	6	2.5%
65 +	<5	<5%
Prefer not to say	7	2.5%
Blanks	123	45%

What is your religion or belief?

<i>Answer Options</i>	<i>Response Count</i>	<i>Response %</i>
<i>Buddhist</i>	<5	<5%
<i>Christian</i>	42	16%
<i>Hindu</i>	0	0%
<i>Jewish</i>	0	0%
<i>Muslim</i>	0	0%
<i>None</i>	63	23%
<i>Other</i>	21	8%
<i>Sikh</i>	0	0%
<i>Prefer not to say</i>	22	8%
<i>Blanks</i>	123	45%

Which of the following best describes your marital status?

<i>Answer Options</i>	<i>Response Count</i>	<i>Response %</i>
<i>Are you married or in a civil partnership?</i>		
<i>No</i>	63	23%
<i>Yes</i>	73	27%
<i>Prefer not to say</i>	13	5%
<i>Blank</i>	123	45%

Do you consider yourself to have a disability?

<i>Answer Options</i>	<i>Response Count</i>	<i>Response %</i>
<i>Yes</i>	11	<5%
<i>No</i>	128	47%
<i>Prefer not to say</i>	10	<5%
<i>Blank</i>	123	45%

What is your sex?

<i>Answer Options</i>	<i>Response Count</i>	<i>Response %</i>
<i>Female</i>	81	30%
<i>Male</i>	61	22%
<i>Prefer not to say</i>	7	<5%
<i>Blanks</i>	123	45%

Do you consider yourself trans?

<i>Answer Options</i>	<i>Response Count</i>	<i>Response %</i>
Yes	0	0%
No	132	49%
Prefer not to say	17	6%
Blanks	123	45%

How would you describe your sexual orientation?

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

What do you feel is your Ethnic Origin?

<i>Answer Options</i>	<i>Response Count</i>	<i>Response %</i>
<i>African</i>	0	0%
<i>Arab</i>	0	0%
<i>Bangladeshi</i>	0	0%
<i>British</i>	47	17%
<i>Caribbean</i>	0	0%
<i>Chinese</i>	0	0%
<i>English</i>	<5	<5%
<i>Gypsy or Irish Traveller</i>	0	0%
<i>Indian</i>	0	0%
<i>Indian Pakistani</i>	0	0%
<i>Irish</i>	<5	<5%
<i>Northern Irish</i>	<5	<5%
<i>Other</i>	<5	<5%
<i>Pakistani</i>	0	0%
<i>Prefer not to say</i>	9	<5%
<i>Scottish</i>	83	31%
<i>Welsh</i>	0	0%
<i>White and Asian</i>	<5	<5%
<i>White and Black African</i>	0	0%
<i>White and Black Caribbean</i>	0	0%

<i>Blanks</i>	123	45%
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Do you have any caring responsibilities?

<i>Answer Options</i>	<i>Response Count</i>	<i>Response %</i>
<i>No</i>	80	30%
<i>Prefer not to say</i>	9	3%
<i>Primary carer of a child/children (under 18 years old)</i>	38	14%
<i>Primary carer of a disabled adult (over 18 years old)</i>	<5	<5%
<i>Primary carer of disabled child/children</i>	<5	<5%
<i>Primary carer of older person</i>	6	<5%
<i>Secondary carer (another person carries out the main caring role)</i>	11	<5%
<i>Blanks</i>	123	45%

Appendix 4: Volunteer Monitoring Data

In December 2021 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 four years this survey has been completed. Survey responses for each year are included in the table below.

<i>Year</i>	<i>Response Count</i>
2015	86
2017	65
2019	75
2021	55

Overall we have had a lower response rate to the equality monitoring survey on previous years due to the impacts of covid-19, with an overall reduction in the number of volunteers active on our system.

The percentage of volunteers identifying as male has increased from 2019 to 55%, with a decrease in the percentage identifying as female back to 2017 levels. Some volunteers now identify in another way (<5% when previously 0).

We have had a continued increase in the percentage of volunteers within the 16-24 category, but 65+ has increased from 27% to 36%. The 45-54 category has reduced from 21% to 11%.

There has been a decrease in the percentage of volunteers with Church Of Scotland as their religion and a 9% increase in those stating they have no religion.

Sexual orientation hasn't changed significantly with 91% of volunteers being heterosexual / straight.

We have seen an increase in those considering themselves to have a disability (<5% in 2019 to 7% in 2021), but ethnicity has remained comparable, with 98% identifying as white (previously 99%). Volunteers' nationality also hasn't changed much with 76% identifying as Scottish (previously 72%).

Finally employment has seen some changes, with an increase in the number of students (<5% to 9%), increase in the number of retired (46%-53%), with a corresponding reduction in the percentage of those in employment. Notably parttime employment has halved from 13%-6%.

Summary of results from Equalities surveys 2015, 2017, 2019 and 2021

What is your sex? (%)

	2015	2017	2019	2021 ¹
Male	63%	57%	52	55
Female	37%	42%	48%	42
In another way	0	0	0	<5
Prefer not to say	0	<5	0	0

Age (%)

Age	2015 (adjusted)*	2017	2019	2021
16 - 24	<5	0	<5	9
25 - 34	<5	<5	<5	<5
35 - 44	11%	14%	<5	6
45 - 54	22%	20%	21%	11
55 - 64	22%	30%	34%	33
65 +	39%	30%	27%	36
Prefer not to say				<5
Average age (est)	55	57	55	57

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

Religious Belief %

Belief	2015	2017	2019	2021
Muslim	0	0	0	0
Buddhist	<5	<5	<5	<5
Sikh	0	0	0	0
Hindu	0	0	0	0
Roman Catholic	<5	<5	<5	<5
Church of Scotland	34%	27%	25%	20
Other Christian	<5	<5	14%	14.5
none	51%	52%	49%	58
Prefer not to say	n/a	<5	<5	<5

How would you describe your sexual orientation? (%)

Orientation	2015	2017	2019	2021
Bisexual	0	0	<5	0
Gay man	<5	<5	<5	<5
Gay woman	<5	<5	0	<5
Heterosexual/straight	87%	88%	90%	91
other	0	0	<5	0

¹ Note, figures were rounded up so in some cases this will result in slight variances to 100%

Prefer not to say | 10% 9% <5 <5

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

	2015	2017	2019	2021
Yes	<5	0	<5	7
No	93%	97%	97%	91
Prefer not to say	<5	<5	<5	<5
Volunteers who are affected daily by health problems	n/a	0	12%	9

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

Description	2015	2017	2019	2021
White	100%	99%	99%	98
Mixed or multiple	0	0	<5	<5
Asian/Asian	0	0	0	0
Scottish British				
African	0	0	0	0
Caribbean	0	0	0	0
Other	0	<5	0	0

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

Description	2015	2017	2019	2021
Scottish	70%	67%	72%	76
Other British	26%	26%	24%	22
Irish	0	<5	<5	0
Other	<5	<5	<5	<5

Employment status (%)

Status	2015	2017	2019	2021
Employed – full time	No data		25%	24
Employed – part time			13%	6
Self employed			10%	7
Unemployed short term			<5	<5
Unemployed long term			0	0
Student			<5	9
Permanently Sick			0	0
Retired			46%	53
Looking after Family			<5	0
Other				0

Appendix 5: 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.