

Forestry Commission  
Equality and Diversity Objectives 2016-2020  
Annual Review of Progress 2017

**Meeting Our Customers' Needs**

If you require this publication in another format or have any comments on this publication, please contact us at [diversity@forestry.gsi.gov.uk](mailto:diversity@forestry.gsi.gov.uk)

# Introduction

This document is a summary of our specific equality and diversity objectives developed and published in April 2016 and progress made in the first year of implementation.

These have been split into three tables of responsibility as follows: FC England, FC Scotland and the Human Resource Teams. Although the FC is a cross border organisation, responsibility for forestry is devolved and the FC exercises its powers and duties separately, and receives separate funding in England and Scotland. This has led to different business models in each country and as a result, in some cases the objectives are different in each country.

Since publication of these objectives, Defra have recently published a new Equality, Diversity & Inclusion strategy based on the principles of RISE (Respect, Include, Support and Engage). The FC England team have been running inclusion focus groups across the district to develop a strategy for England based on these principles. Equality and Diversity Objectives for FC England will therefore be revised and published over the course of the next year to reflect this work.

FC Scotland has been taking steps to deliver progress against the Objectives published in 2016. Since that time the Scottish Government published a consultation on the [Future of Forestry in Scotland](#), setting out options for the completion of the devolution of forestry to make the management of forestry directly accountable to Scottish Ministers. Pending the completion of devolution, work has taken place across FC Scotland to ensure that our equality work is more aligned to the priorities of the Scottish Governments. As such a new Equality Strategy for FC Scotland will be published in autumn 2017, and a new set of outcome focussed Equality Objectives will be published in April 2018.

For further information on our approach to Equality, Diversity and Inclusion please visit our website or contact us on [diversity@forestry.gsi.gov.uk](mailto:diversity@forestry.gsi.gov.uk).

## FC Objectives - Summary

<b>Table of Objectives – Human Resources Responsibilities</b>						
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
Continue to monitor the diversity of the FC's staff.	Carried forward	Legal requirement	Annually by 31 January	To understand how the diversity of the FC's staff is changing, identify any issues or problems and subsequently develop appropriate actions to address these.	Annual reports published on the Internet and discussed by the country Management Boards.	Complete for 2017. The report covering the period 2016-17 was published on our <a href="#">website</a> before 31 <sup>st</sup> January in line with current legislative requirements. The next report is due in April 2018 to coincide with the new gender pay reporting legislation. There will be separate reports for FC Scotland, FC England and Forest Research.
Develop and monitor the impact of the Diversity Communications Strategy.	Carried forward	Staff Survey results	On-going	To develop a Communications Strategy about E&D issues.	Staff Survey 2015 and 2017 results. Staff feedback from local visits, training sessions, etc. Annual monitoring of staff grievance and discipline cases.	Equality, Diversity & Inclusion Managers have worked closely with our Internal Communications team to promote key dates on the diversity calendar. Key dates promoted over the period to date include Holocaust Memorial Day, LGBT History Month and

## FC Objectives - Summary

<b>Table of Objectives – Human Resources Responsibilities</b>						
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
						International Women’s Day.
Investigate the best way to promote and improve disability equality across the organisation: Whether through the Two Ticks Standard and/or the Business Disability Forum Standard for benchmarking.	Carried forward	Feedback from research focus groups with people with disabilities	When central Government review is complete	A review and report will be made on the options for the FC, with discussion by the HR Management Board	If adopted, monitor annually the number of job applicants, interviewees and appointments with disabilities.	Work is underway to consider how to best to implement the Disability Confident Scheme and the Business Disability Forum Standard for benchmarking. This work will be carried forward.
We will continue to publish guidance (factsheets), for example on specific religions, festivals, health conditions and	Carried forward	Managers and staff requests, HR Case management analysis.	Ongoing	To ensure a comprehensive suite of information is available to support managers and staff, based on their requests.	The factsheets are externally validated by relevant and appropriate organisations and amended in line with user feedback if necessary.	Factsheets are available on the intranet for all staff members to access and will continue to be updated and added to as required.

## FC Objectives - Summary

<b>Table of Objectives – Human Resources Responsibilities</b>						
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
disabilities, etc.						
We will continue to support the Graduate Recruitment Programme, although this may be a country specific programme from now on depending on circumstances	Carried forward	Business requirements	Annually	To attract, identify and develop Graduates with potential to become leaders of the future – the key is leadership potential, rather than forestry skills and experience which can be developed.	The Diversity Team is involved in the development of the programme and monitors the diversity of applicants and successful candidates.	In FC England, our Diversity & Inclusion Manager works closely with the HR Business Partners on graduate recruitment. We currently have 2 female graduates.
We will continue to support the Apprenticeship Schemes.	Carried forward	Business requirements	Annually	FC is committed to the continuing development of skills across the wider forest industry. The support provided to apprentices within FC is a critical element in ensuring that the succession of	The Diversity Team is involved in the development of the programme and monitors the diversity of applicants and successful candidates.	In FC England, our Diversity & Inclusion Manager works closely with the HR Business Partners on apprentice recruitment. We currently have 8 apprentices. 25% of our apprentices are female. We continually aim to improve the

## FC Objectives - Summary

<b>Table of Objectives – Human Resources Responsibilities</b>						
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
				<p>practically skilled forestry professionals is maintained.</p> <p>The Apprenticeship Programme is set against a background of continuing skill shortages within the wider forestry sector and also a recognised need to improve the skill base of operational staff to regenerate the existing and ageing workforce.</p>		diversity of our recruitment pipelines whilst also ensuring that our recruitment approach is fair and objective to all.
We will re-commence external events to highlight and promote the range of career	New	The FC's workforce is currently 34% women. The sector is male-dominated.	Ongoing	To increase the number of female employees at all levels of the organisation to achieve a balance	Annual monitoring	A range of events have taken place over the past 12 months including staff visits to schools and universities (See Case Study 1). FCS has also

## FC Objectives - Summary

<b>Table of Objectives – Human Resources Responsibilities</b>						
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
and development opportunities that the FC can offer women.				more reflective of the population demographics.		been working with the organisation <a href="#">Equate Scotland</a> to learn from good practice and research on how we can better promote career options and opportunities to women.
We will highlight and promote the range of career opportunities that the FC can offer to ethnic communities and people with disabilities.	New	The FC's workforce is under represented with regard to ethnic and disabled staff. Feedback from research focus groups with people from these communities.	Ongoing	To increase the number of ethnic and disabled employees at all levels of the organisation to achieve a balance more reflective of the population demographics.	Annual monitoring	The FC as a whole is working in partnership with organisations to support this objective, including the Business Disability Forum and the UK Inclusive Top 50 employers. Our jobs are now also advertised on the <a href="#">Diversity Group Jobsite</a> .  FCS has been working with the West of Scotland Regional Equality Council to promote job

## FC Objectives - Summary

<b>Table of Objectives – Human Resources Responsibilities</b>						
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
						opportunities to minority ethnic communities. A pilot 'workplace tour' with the members of the <u>MEETS Project</u> took place in November, and further work has been planned for summer 2017. (See Case Study 2)
We will provide specific training on Unconscious Bias (using CSL) and build into other courses on the L&D prospectus e.g. Interview training, MDP, etc.	New	Wider evidence on the impact of Unconscious Bias.	March 2017	To teach senior managers and recruiters about unconscious bias, make them aware of their own biases and show them how to overcome them.	Improvements in the diversity of the FC's workforce, monitored annually. Training evaluation.	All employees are able to access the Unconscious Bias Training provided by Civil Service Learning. A specific exercise on Unconscious Bias has now been included in the new staff induction programme. Reminders around Unconscious Bias have been sent to managers shortly before mid-year performance reviews. Further work will take place on this in Summer



## FC Objectives - Summary

<b>Table of Objectives – Human Resources Responsibilities</b>						
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
						2017 where a bespoke Unconscious Bias Programme for managers and other staff will be considered.
We will highlight and promote the range of recreation opportunities that the FC can offer to ethnic communities and people with disabilities.	New	Analysis of customer demographics which indicates that the FC does not attract customers that reflect population demographics and feedback from research focus groups with people from these communities.	Ongoing	To increase the number of ethnic and disabled customers to achieve a balance more reflective of the population demographics.	Customer surveys, results reported and analysed in the annual monitoring report.	There is a wide range of activity currently taking place across the FC in order to meet this objective. This included our engagement programme in Central Scotland, which has a particular focus on encouraging BME groups to access forests and woodlands. This includes the Volunteer Champion Programme. A new partnership has also recently been established with the organisation DisabledGo in order to detail access information

## FC Objectives - Summary

<b>Table of Objectives – Human Resources Responsibilities</b>						
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
						on 14 of our key visitor sites in Scotland on the <u>Disabled Go website</u> . In FC England last October 2016, Moors Valley Country Park and Forest were also delighted to be awarded a Gold Award in the Inclusivity and Access category at the Dorset Tourism Awards.
We will seek views from staff during the development of goods, facilities and services through our Internal Staff Diversity Forum.	New	Staff Survey results analysis by protected characteristics and analysis of staff demographics.	Ongoing	To ensure that the FC continues to engage and involve staff from all protected characteristic groups when developing goods, facilities and services.	Staff Survey 2015 and 2017 results Staff Diversity Forum member feedback Staff feedback from local visits, training sessions, etc.	The Internal Staff Diversity Forum met for the last time in February 2016. Scotland and England are developing different approaches to staff engagement on equality issues. In Scotland an Equality and Diversity Steering Group was established and met for the first time in June 2016, and continues to meet on

## FC Objectives - Summary

<b>Table of Objectives – Human Resources Responsibilities</b>						
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
						a quarterly basis. Plans are being developed for a Staff Inclusion Group and it is hoped that the group will be established in Scotland in Summer 2017. In England, we have been running a number of popular inclusion focus groups to listen to our staff around what they want our revised Diversity & Inclusion strategy to be based on.
Participate in the Stonewall Good Practice Programme.	Carried forward	Staff Survey results of the number of LGBT staff.	Ongoing	To ensure that the FC is an employer of choice across all protected characteristic communities.	Monitor views of LGBT staff via the biennial staff survey.	We are currently considering our approach to engaging on LGBT issues and as such this action has been carried forward.

### **Case Study 1: Promoting Forestry Careers to female P6-S2 school pupils in Scotland**



SmartSTEMs is a series of events organised by Seric Systems for P6-S2 girls in order to promote STEM subjects as possible career routes.

In May/June 2016 Forestry Commission Scotland was invited to take part in various events, including two at the University of West of Scotland in Paisley (300 girls and teachers) and Glasgow Caledonian University (650 girls and teachers). FCS Employees Sasha Laing and Sally York participated in each of the events by hosting a stand in the exhibition areas and running three 45 minute workshops for attendees.

The workshops encouraged attendees to use their mobile phones and social media (#tagatree), combined with more traditional research tools including books to investigate a tree on their table.

This combination overwhelmingly helped to engage the girls with the field of forestry in a way in which they could better relate.

Why P6-S2 girls? P6-S2 is the age at which young people start to think about what they like doing, what they are 'good' at and how they could transfer that into a future career of some kind. Getting to the children (and their parents) at this age is essential to help the process of talent attraction into Forestry. We know from research that girls are less likely to choose a STEM subject and the influence of family and friends is a huge factor in their career choices. These girls' only events are vital in providing them with the opportunity to explore for themselves wider STEM fields and it is hoped, plant the seed of curiosity around their future potential.

## FC Objectives - Summary

<b>Table of Objectives – England</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
Board level – corporately setting the tone for a culture and climate that supports inclusivity and diversity. Undertake a review by the management team of the current E&D Strategy to ensure it is still fit for purpose	New	FEE to ensure it maintains and evolves equality and diversity as a high level priority and continued objective.	Jo Ridgway	In line with annual staff survey.	World class land management organisation with a diverse workforce built on respect, equality and high morale.	Desired outcome to be measured and evaluated from the staff survey.	Across England, we are currently running inclusion focus groups to revise our strategy in line with the new Defra principles of Respect, Include Support and Engage. New objectives will be published following the approval of this strategy. During this
Recruitment – build a diverse workforce.	New	BAME (Black, Asian and Minority Ethnic) female and disabled appear to be under represented in FEE relative to general population.	Jo Ridgway	Whenever recruiting, both internally and externally.	FEE workforce better reflects the diverse population it serves.	FEE statistics to show improvements in the representatives of FEE within the limits of	

# FC Objectives - Summary

<b>Table of Objectives – England</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
						statistical significance.	time, we are focussed on progressing as much of the current objectives as possible. Some examples include making improvements to the Operational Guidance Booklet on Equality Impact Assessments and supporting the business with their EqA's. The

## FC Objectives - Summary

<b>Table of Objectives – England</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
							England team in conjunction with our leadership team have developed a wellbeing & mental health strategy and implementation plan. To date we have trained senior leaders and 12 first aiders on mental health.
Increase the provision of mobile toilet and washing facilities for site based Craft persons who are	New	There is no such provision to date.	John Tewson	April 2017	A more diverse work force.	FE statistics to show an increase in the diversity of the crafts person work force.	See above comments.

## FC Objectives - Summary

<b>Table of Objectives – England</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
working too far away from fixed facilities i.e. offices or workshops with toilets.							
To review the paper work which is used to tender opportunities to supply play structures to FEE. The tender documentation should challenge suppliers to develop play structures which offer greater inclusivity. The tender documentation	New	A realisation that our current procurement processes for play does not address this issue.	Roger Worthington	April 2017	New and replacement FEE play facilities are capable of being enjoyed by children and families with a wider range of disabilities.	Play facilities which are more suited to provide improved inclusivity and enjoyment to a wider range of families.	



## FC Objectives - Summary

<b>Table of Objectives – England</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
then needs to be developed to allow the scoring of inclusivity.							
Review FEE cycling policy with diversity as part of the review process.	New		David Williamson	April 2017	A new cycling policy promoting greater inclusivity.		See above comments.
Develop products for older people - Recreation and marketing teams will develop products and activities which will attract older people to use the Public Forest Estate (PFE). Will involve understanding the	New	Older people are an increasing proportion of the population and we need to provide for them.	Josephine Lavelle	April 2017	More older people using the PFE.	Number of older people using the PFE.	

## FC Objectives - Summary

<b>Table of Objectives – England</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
needs of older people and then developing appropriate products and activities.							
Provide activity trails and learning products for families with pre-school and younger children.	New	Children 0-5 are under-represented in the visitor data.	Rachel Giles	June 2016	More families with pre-school children using the PFE.	Number of families with pre-school children using the forest.	See above comments
Provide activities and learning products for 11-15 year olds.	New	11-15 are under-represented in the visitor data.	Rachel Giles	June 2016	More 11-15 year olds using the PFE.	Number of 11-15 year olds using the forest.	
Improve our understanding of	New	New volunteer software, which will	Helen Connor Walton	April 2017	Clear data on the range of people	Age, Gender and ethnicity	See above comments

## FC Objectives - Summary

<b>Table of Objectives – England</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
who is engaged in volunteering on the PFE and whether this reflects local community diversity.		record age, gender and ethnicity.			volunteering in different areas and a plan to increase participation from any groups who are underrepresented.	data will be provided through the introduction of a new recording system.	
Volunteering – understanding the cost benefit of volunteering on PFE.	New	We understand the quantitative benefit of volunteering to an extent but we need to gain knowledge for the cost benefit of volunteering.	Helen Connor-Walton	March 2016	Understanding what current investment is being made, to the output we receive enabling financial modelling to be completed.	Value Audit completed.	
Provide running activities to encourage female	New	No such offer currently exists. There are some	Peter Rawlinson	March 2017	Female participation in running offer.	Number of female participants.	See above comments.

## FC Objectives - Summary

<b>Table of Objectives – England</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure/ Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
participation at Active Forests pilot sites.		excellent projects associated with these areas of our work particularly in Central Forest District. Jo Atkinson has agreed to co-ordinate these. However, on this occasion the objectives will directly reflect the projects that are taking place.					

## FC Objectives - Summary

<b>Table of Objectives - England</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress (used in subsequent years i.e. from 2017 on)</b>
Ensure the Equality Impacts of Forest Services' business plans and of any action that might need to be taken to respond to spending review 2015 are identified and taken into account before any final decisions are made and reflected in how those decisions are then	New	Forest Services carries out an EqA of its business plan annually to ensure that its impacts and any mitigating factors are taken into account in its creation, agreement and implementation. Forest Services is likely to be required to make significant savings in response to spending review	Richard Britton & Richard Greenhous	In line with annual business planning cycles and the timetable for spending review 2015, expected to start in July 2015 and to complete by spring 2016, with implementation until 2019/20.	Decisions are informed by likely equality impacts and any of these that are adverse are mitigated wherever possible.	Those risks of equality impacts that can reasonably be mitigated are.	See above comments

## FC Objectives - Summary

<b>Table of Objectives - England</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress (used in subsequent years i.e. from 2017 on)</b>
implemented.		2015, which will require consideration of options, each of which might impact differently on specific staff groups.					
When recruiting to Forest Services we will follow best practice in recruitment procedures and do what we can to encourage applications from currently under-represented groups.	New	BAME, (Black, Asian and Minority Ethnic) female, disabled and 16 to 24 year olds appear to be under represented in Forest Services relative to the general population.	Richard Greenhous as Director of Forest Services and all recruiting managers.	Whenever recruiting, both externally and internally.	Forest Services' workforce better reflects the population it serves.	Forest Services workforce statistics show improvements in the representativeness of Forest Services' workforce relative to census data, within the limits of statistical significance.	See above comments

## FC Objectives - Summary

<b>Table of Objectives - England</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress (used in subsequent years i.e. from 2017 on)</b>
Talent management and succession planning aimed at removing any unnecessary barriers to progression to the Forest Services' senior management team of all staff, including those from currently underrepresented groups.	New	BAME, female, disabled and 16 to 24 year olds are underrepresented in the Forest Services' senior management team relative to Forest Services as a whole and the general population.	Richard Greenhous as Director of Forest Services and all line managers.	Ongoing	Forest Services' senior managers' team better reflects Forest Services as a whole and the wider population it serves.	Forest Services' senior management team workforce statistics show improvements in the representativeness of Forest Services' senior management team relative to Forest Services as a whole and to census data, within the limits of statistical significance.	See above comments
When recruiting to Forestry and	New	BAME, female, disabled and 16	Richard Britton. (Defra's Civil	Whenever recruiting to	FWACs' memberships	FWAC membership statistics show	

## FC Objectives - Summary

<b>Table of Objectives - England</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress (used in subsequent years i.e. from 2017 on)</b>
Woodlands Advisory Committees (FWACs) we will do what we can to encourage applications from currently underrepresented groups.		to 24 year olds are underrepresented in FWACs relative to the general population.	Society Network have offered their advice in this round of recruitments)	FWACs. Our next significant FWAC membership refresh will be taking place late 2016, subject to any Forest Services (FS) capacity and budget decisions that might impact our current arrangements.	better reflects the population they serve.	improvements in the representativeness of FWACs for BAME, female and disabled people and 16 to 24 year olds relative to census data.	
Forestry Commission England has a culture where all staff are able to	New	Previous staff surveys have identified staff experiences at work and this	HR Director	Ongoing	No Forestry Commission England staff feel discriminated	Evaluate and take appropriate action on responses to staff survey questions on	See above comments



## FC Objectives - Summary

<b>Table of Objectives - England</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress (used in subsequent years i.e. from 2017 on)</b>
develop to their full potential and don't feel discriminated against. Review Staff Survey Results to analyse experience of staff from minority communities.		should be reviewed by minority groups. In the 2013 Staff Survey, 6% of staff across the FC reported they had experienced discrimination in the last year. 82% reported discriminatory treatment, harassment or bullying are not tolerated.			against and experience of minority staff is reviewed where necessary.	incidence of discrimination and view about whether the culture tolerates bullying, harassment or discrimination. Bi-annual monitoring of minority staff responses to all questions.	
Accessible digital services.	New	Forest Services plans to make more of its services digital	Steph Rhodes	In line with the timetables for developing new digital by	The number of customers unable to access Forest	Number of potential customers contacting Forest	See above comments

## FC Objectives - Summary

<b>Table of Objectives - England</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress (used in subsequent years i.e. from 2017 on)</b>
		(online) by default. Some current and potential customers are likely to find it hard or be unable to access digital (online) by default services and these may be concentrated amongst certain groups, potentially including disabled and 65 years and over.		default services. Timetables for the first of these will be drawn up by the end of March 2016.	Services "new digital by default services" for reasons within FS's control is minimised and, wherever possible there are appropriate assisted digital channels in place for those unable to do so.	Services who are unable to access Forest Services' services through its digital by default channels is equal or less than relevant benchmarks would suggest they should be.	

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
After Consultation, Forest Enterprise Scotland Head Office Communities, Recreation and Tourism (FESHO CRT) will publish and action a replacement Access, Recreation & Tourism framework, which will direct our recreation work on the estate for the	New	The need to refresh and clarify what's happening on the estate (in terms of Access, Recreation & Tourism) and our rationale, so that as wide an audience as possible can understand and, where possible, be involved. New consultation (online and offline, as appropriate) with interested stakeholders of as many audiences as possible,	FESHO CRT	Annual review including refresh and updates as required.	An open and transparent guide to our activities and opportunities on the estate, which will encourage more groups, organisations and people to get involved in access, recreation & tourism on the estate, including: More interest shown and completed applications received than for previous tenant	Updated database of groups, businesses and organisations with permissions, leases and other agreements on the estate, which can be assessed for its diversity. Visitor surveys & feedback (quantitative & qualitative). Monthly (or post-activity/event) review with	Rather than publishing a standalone Framework, we now have an improved approach to involving and informing people (including groups and businesses) who want to know what's happening on the NFE and how they can get involved, through our website. This is regularly updated, as required. We are now working on

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
next 5 years.		including those within the protected characteristic groups. The Framework will need to be dynamic, able to be refreshed and informed by consultation and legislation, while retaining the core aims of the estate.			business opportunities, each time that such an opportunity arises. More businesses and groups pro-actively engaging with the estate than in previous years. More people from protected characteristic groups using the estate.	stakeholders. Unique page views of the Framework/its contents on the website.	an improved visitor survey process from 2017. As part of our aim for a better, fairer, more transparent process for recruiting tenant businesses, we are now working through the Public Contracts Scotland website.
We will create local office databases of local disability	Carried forward	The need to engage with a variety of audiences, which	Local teams (with support from FESHO, if required).	Ongoing	Ability to contact relevant organisations for each protected	Annual review and update of database. Record the	Our forest districts have a range of information on

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
organisations and groups representing minority communities to develop an identifiable Forestry Commission Scotland profile, offer services and share information about our facilities and services on the estate. This database will be reviewed and updated		may differ according to the demographics of each area of Scotland.			group, in/near local areas, through accurate lists.	number and details of consultations with minority groups. Review annually to ensure up to date contact information of organisations. Write out to them once a year to remind them of our facilities and encourage increase in dialogue between us. Record the number and details of	equality/ community groups within their local areas. This information will be consolidated over the next 12 months and databases will be made available to all staff in Scotland via the intranet.

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
annually.						consultations and correspondence from minority organisations to FC increase for accuracy.	
We will continue to progressively move towards facilitation of others rather than providing educational services. We will ensure through agreements and contracts	Carried forward	Benefits to health (mental and physical) of spending time (playing/learning) in woodlands.	Local teams	Ongoing	More groups of children from a variety of different backgrounds and with different needs accessing the estate for educational support purposes, than in previous years.	The number of appropriate agreements with the necessary requirements to support children with additional needs and/or disabilities increase and that their requirements	A wide range of work is taking place across our forest districts in relation to this objective. This was identified through a review of Forest Enterprise Scotland's Support for Education Activities on the

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
that the requirements of children with additional needs and/or disabilities are met.						are met. (This should be 100%) Record feedback and review annually.	National Forest Estate which took place in April 2016. This will continue to be reviewed.
We will raise awareness of and communicate information more widely about local accessible trails, etc. through advertising and promotion	Mostly Carried forward	We have improved the path grading system, clarifying the accessibility of our trails, following the Fieldfare Trust report. An audit of all our trails is underway; to enable a portfolio analysis to be	FESHO CRT and FD	Ongoing (promotion and management)	All trails offer a high quality visitor experience which matches the information provided. Increase in number of visitors using easy and wheelchair-accessible trails.	Measured through visitor surveys (quantitative and qualitative) and other ways of gathering feedback (e.g. social media). An increase in number of visitors with disabilities as	Rail Portfolio analysis is complete, with resulting trail improvement work now underway. Revised visitor survey approach is being developed, from summer 2017. We are working

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
through local networks and our website.		undertaken which will inform future decisions on the provision of facilities and also ensures a consistent approach to grading, management and maintenance. The recreation website's content and search facility has been greatly improved.				well as receiving more positive customer feedback from this group. Some information available via the number of unique page views.	with DisabledGo to publish detailed access information for our key visitor sites, which will be featured on our website, and also promoted via DisabledGo and Visit Scotland.
We will audit by 2016, and then continually monitor all	Carried forward	After major investment from 2011 – 2014, ensuring the estate's facilities	FD	2016 & ongoing	More visitors with disabilities successfully using the built facilities on the	Measured through visitor surveys & feedback (quantitative	Revised visitor survey approach is being developed, from summer 2017.



## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
buildings and their immediate environments including visitor centres, toilets and parking facilities to ensure these continue to be accessible and meet the needs of all users.		offer a high quality experience for visitors of all abilities. (This builds on Diversity objectives as at Dec 2014).			estate. Each visitor centre will have an Accessibility Statement online, as per commitment made to Visit Scotland.	and qualitative) and other ways of gathering feedback (e.g. social media).	We are working with DisabledGo to create access statements for our key visitor sites, which will be featured on our website, and also promoted via DisabledGo and Visit Scotland. We have joined the European Network of Accessible Tourism, to learn from and benchmark our inclusive tourism work against other

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
							organisations and destinations.
We will continually monitor and review biannually, the accessibility to audiences of our communications and activities, online and offline.	New	We need to ensure information is available to as wide an audience as possible, by (as appropriate) offering flexible or alternative versions to suit different audiences. Any activities & events should be considered along with the needs and wants of potential audiences (e.g. religious).	FESHO CRT		Visitors will be able to access accurate information in the way which best suits their needs. A range of visitors will participate in and enjoy activities and events on the estate.	Measured through visitor surveys & feedback (quantitative and qualitative), user testing and Google analytics.	Revised visitor survey approach is being developed, from summer 2017.

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
We will explore opportunities to support marketing with partners to varied audiences e.g. RADAR accessibility holiday guide.	Carried forward	We want to actively target places where visitors with disabilities plan their visits, giving them the information they require at the right time.	FD, FESHO CRT	Ongoing	More visitors with disabilities successfully using the built facilities on the estate. Increased use of purpose-built facilities (e.g. Changing Places toilets).	Measured through visitor surveys & feedback (quantitative and qualitative).	Revised visitor survey approach is being developed, from summer 2017. We are working with DisabledGo to create access statements for our key visitor sites, which will be featured on our website, and also promoted via DisabledGo and Visit Scotland. We have joined the European Network of Accessible

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
							Tourism, to learn from and benchmark our inclusive tourism work against other organisations and destinations.
Develop a database of volunteers/staff who can conduct guided tours of forests for different groups.	Carried forward	The need to offer a high quality experience to more potential visitors to the estate.	FD	Ongoing	More guided visits available and implemented.	Database shared annually (1 <sup>st</sup> March) with Equality & Diversity team. Record the number of guided visits.	Details of volunteers/staff who can conduct tours of forests for different groups is currently retained at a local level, and shared with Equality and Diversity Manager on request. Work

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
							will take place over the next year to collate number and details of tours that have been requested and accommodated.
We will continue to work with disabled mountain bike users to develop accessible trails where appropriate (including making existing trails accessible to	Carried forward	Opening the forests to a wider potential audience, through enabling more trails to be ridden by accessible models of bike.	FD	Ongoing, as trails are refreshed, managed & maintained.	More disabled mountain bikers using our trails. Where numbers permit, more accessible bikes available to hire on/near our trails.	Measured through visitor surveys (quantitative & qualitative). Feedback monitored also through 3 <sup>rd</sup> parties (e.g. Developing MTB in Scotland, Rough Riderz, bike hire	This has been taking place on an ongoing basis wherever possible and where work is being carried out on our mountain bike trails.

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
more people).						businesses).	
We will identify two or three locations to specifically target BAME groups with publicity about recreation.	Carried forward – previous version also includes employment.	The need to create opportunities to involve BAME communities in their local woodland shown to improve health & happiness. We need better understanding of non-visitors, particularly from BAME communities.	FD (& conservancy): primarily Scottish Lowlands.	Ongoing	Increased number of visitors from BAME groups (into the estate).	Measured through visitor surveys & feedback (quantitative & qualitative). Feedback from database of BAME groups.	A wide range of work has been taking place in the Central Conservancy and Scottish Lowlands Forest District area, through a targeted engagement programme with BAME groups. (See case study 3)
We will liaise with local public transport providers to	Carried forward	Many of our sites are currently inaccessible or difficult to access for non-car users.	FD/FESHO CRT	Ongoing	Where possible, improved opportunity to access the estate by public	Changes to be recorded locally and reported annually.	We are working with DisabledGo to create access statements for our key visitor

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
improve transport links where possible appropriate and where costs are not prohibitive. (Indications are that costs will be prohibitive).					or shared transport. Improvements to be highlighted on the website, including as part of Accessibility Statements.		sites, which will be featured on our website, and also promoted via DisabledGo and Visit Scotland. We are working with Scotrail to improve the awareness of the NFE sites near stations. When possible, we will create a search option on our website, for 'accessible by public transport'. This work is ongoing.
Maintain a log	Carried	The need to	All	Ongoing	A complete and	Annually	The Equality and

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
of actions taken and improvement required / completed.	forward	illustrate how we are working to better serve all our visitors.			improving picture of E&D work across the estate.	reported to E&D.	Diversity Steering Group meets on a quarterly basis – members of the group share information/ requests from the group within their respective business areas. For example, equality and diversity is a standing item on FESHO CVS and CVS Managers' meetings, where we gather information on activities and discuss equality



## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
							within CVS context.
All major projects to have a current Equality Analysis (EqA).	Carried forward	Consideration of the need and wants of all our potential visitors.	All	Ongoing	A consistent approach to E&D within project management.	A database of updated and consistent EqAs across the estate.	New Equality Impact Assessment Guidance was developed and shared with staff in December 2016. The Equality and Diversity Manager is working with staff to ensure EqIAs are carried out on all new major projects, policies and plans as appropriate. Results of EqIAs are made

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
							available on the website.
We will identify two or three locations to specifically target BAME groups with publicity about employment (and recreation)	Carried forward	Profile of applicants and workforce profile is gradually improving in some minority groups, however further progress is needed across all groups.	HR Business Partner	Ongoing	Increasing number of applications from minority groups.	Progress will be measured by annual analysis of job applicants which will be published in the annual monitoring report and by analysing customer feedback to check if the number of BAME respondents to the Public Opinion of Forestry	The FC as a whole is working in partnership with organisations to support this objective, including the Business Disability Forum and the UK Inclusive Top 50 employers. Our jobs are now also advertised on the <a href="#">Diversity Group Jobsite</a> .  FCS has been working with the

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
						Surveys increases.	West of Scotland Regional Equality Council to promote job opportunities to minority ethnic communities. A pilot 'workplace tour' with the members of the <u>MEETs Project</u> took place in November, and further work has been planned for summer 2017. (Case Study 2?)
When actively recruiting externally, again promote	Carried forward	Profile of applicants and workforce profile declaring a disability is only	HR Business Partner	Ongoing	Increased number of applicants and successful candidates	Progress will be measured by annual analysis of job applicants	The FC as a whole is working in partnership with

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
employment opportunities to disabled communities.		3%.			declaring a disability.	which will be published in the annual monitoring report and by analysing customer feedback to check if the number of disabled respondents to the Public Opinion of Forestry Surveys increases.	organisations to support this objective, including the Business Disability Forum and the UK Inclusive Top 50 employers.
Continue to train young people from under-	New	Need to increase the number of young women , ethnic minorities	James Ogilvie	April 2016 – then for annual review	Increase in number of young people from under	Annual monitoring report.	FCS has been working with the organisation <u>Equate Scotland</u>

## FC Objectives - Summary

<b>Table of Objectives – Scotland</b>							
<b>Objective</b>	<b>New or Carried forward</b>	<b>Evidence based on</b>	<b>Responsibility</b>	<b>Deadline</b>	<b>Desired Outcome</b>	<b>Measure / Evaluation</b>	<b>Progress as at 6<sup>th</sup> March 2017</b>
represented groups, specifically women and those with mental health disabilities. This is dependent on annually funding and budgetary decisions.		and people with mental health disabilities in our workforce and working in the industry.			represented groups in the FCS and wider industry.		to learn from good practice and research on how we can better promote career options and opportunities to women. This work will continue in the period 2017/18.

### **Case Study 2: New project to engage with BAME Jobseekers in the West of Scotland**



Figures from our Annual Equality Monitoring Reports show that very few people from BAME communities currently work for the Forestry Commission (1% in the report covering 2015-16). In order to address this issue work has been taking place with the West of Scotland Regional Equality Council (WSREC) to highlight the various jobs and career opportunities that exist within the Forestry Commission.

A pilot 'workplace tour' was held in November 2016 in Queen Elizabeth Forest Park. Six people, all job seekers from BAME or Eastern European communities, who are involved in the WSREC MEETS Project, took part in the tour, which involved a walk around the accessible trail near the Lodge at Aberfoyle, hearing about various opportunities on offer with the organisation and a question and answer session with current employees.

Forestry Commission colleagues Nik Cox, Romena Huq and Rajmund Zygadlewicz, who all have different roles within the organisation, shared their experiences of working for the Forestry Commission with members of the group. Job vacancies are also shared with the MEETS project as they arise. Following the successful pilot, further work is planned with the project in 2017.