

Equality and Diversity Objectives – Summary

This document is a summary of our specific equality and diversity objectives.

These have been split into three tables of responsibility as follows: the FC England, and 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, some objectives cannot be taken forward in both countries.

Meeting Our Customers' Needs

If you require this publication in another format or have any comments on this publication, please contact us.

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Table of Objectives – Human Resources Responsibilities						
Objective	New or Carried forward	Evidence based on	Deadline	Desired Outcome	Measure/ Evaluation	Progress (used in subsequent years i.e. from 2017 on)
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.	
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.	
Investigate the best way to promote and improve disability equality across	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	

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the organisation: Whether through the Two Ticks Standard and/or the Business Disability Forum Standard for benchmarking.					disabilities.	
We will continue to publish guidance (factsheets), for example on specific religions, festivals, health conditions and disabilities, etc.	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.	
We will continue to support the Graduate Recruitment Programme, although this	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	The Diversity Team is involved in the development of the programme and monitors the diversity of applicants and successful	

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may be a country specific programme from now on depending on circumstances				forestry skills and experience which can be developed.	candidates.	
We will continue to support the Apprenticeship Schemes.	Carried forward	Business requirements	Annually	<p>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 practically skilled forestry professionals is maintained.</p> <p>The Apprenticeship Programme is set against a background of continuing skill shortages within the</p>	The Diversity Team is involved in the development of the programme and monitors the diversity of applicants and successful candidates.	

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				wider forestry sector and also a recognised need to improve the skill base of operational staff to regenerate the existing and ageing workforce.		
We will re-commence external events to highlight and promote the range of career and development opportunities that the FC can offer women.	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 more reflective of the population demographics.	Annual monitoring	
We will highlight and promote the range of career opportunities that the FC can	New	The FC's workforce is under represented with regard to	Ongoing	To increase the number of ethnic and disabled employees at all levels of the organisation to achieve a balance more	Annual monitoring	

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offer to ethnic communities and people with disabilities.		ethnic and disabled staff. Feedback from research focus groups with people from these communities.		reflective of the population demographics.		
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.	
We will highlight and promote the range of recreation	New	Analysis of customer demographics which	Ongoing	To increase the number of ethnic and disabled customers to achieve a balance more reflective	Customer surveys, results reported and analysed in the annual monitoring report.	

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opportunities that the FC can offer to ethnic communities and people with disabilities.		indicates that the FC does not attract customers that reflect population demographics feedback from research focus groups with people from these communities.		of the population demographics.		
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.	

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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.	

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Objective	New or Carried forward	Evidence based on	Responsibility	Deadline	Desired Outcome	Measure/ Evaluation	Progress in (subsequent years i.e. 2017 on)
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.	
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 statistical	

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						significance.	
Increase the provision of mobile toilet and washing facilities for site based Craft persons who are working too far away from fixed facilities i.e. offices or workshops with toilets.	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.	
To review the paper work which is used to tender opportunities to supply play structures to FEE. 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	Play facilities which are more suited to provide improved inclusivity and enjoyment to a wider range of	

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should challenge suppliers to develop play structures which offer greater inclusivity. The tender documentation then needs to be developed to allow the scoring of inclusivity.					disabilities.	families.	
Review FEE cycling policy with diversity as part of the review process.	New		David Williamson	April 2017	A new cycling policy promoting greater inclusivity.		
Develop products for older people - Recreation and marketing teams will develop	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.	

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products and activities which will attract older people to use the Public Forest Estate (PFE). Will involve understanding the 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.	
Provide activities	New	11-15 are under-	Rachel Giles	June 2016	More 11-15 year	Number of 11-	

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and learning products for 11-15 year olds.		represented in the visitor data.			olds using the PFE.	15 year olds using the forest.	
Improve our understanding of who is engaged in volunteering on the PFE and whether this reflects local community diversity.	New	New volunteer software, which will record age, gender and ethnicity.	Helen Connor Walton	April 2017	Clear data on the range of people volunteering in different areas and a plan to increase participation from any groups who are underrepresented.	Age, Gender and ethnicity 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	Helen Connor-Walton	March 2016	Understanding what current investment is being made, to the output we receive enabling	Value Audit completed.	

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		volunteering.			financial modelling to be completed.		
Provide running activities to encourage female participation at Active Forests pilot sites.	New	No such offer currently exists. There are some 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.	Peter Rawlinson	March 2017	Female participation in running offer.	Number of female participants.	

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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.	

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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.	

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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.	
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	

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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	

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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.	

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Accessible digital services.	New	Forest Services plans to make more of its services digital (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.	Steph Rhodes	In line with the timetables for developing new digital by default services. Timetables for the first of these will be drawn up by the end of March 2016.	The number of customers unable to access Forest 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.	Number of potential customers contacting Forest 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.	

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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 next 5 years.	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	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	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 stakeholders. Unique page views of the Framework/its	

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		<p>audiences as possible, including those within the protected characteristic groups.</p> <p>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.</p>			<p>for previous tenant business opportunities, each time that such an opportunity arises. More businesses and groups pro-actively engaging with the estate than in previous years.</p> <p>More people from protected characteristic groups using the estate.</p>	<p>contents on the website.</p>	

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We will create local office databases of local disability 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	Carried forward	The need to engage with a variety of audiences, which may differ according to the demographics of each area of Scotland.	Local teams (with support from FESHO, if required).	Ongoing	Ability to contact relevant organisations for each protected group, in/near local areas, through accurate lists.	Annual review and update of database. Record the 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.	

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database will be reviewed and updated annually.						Record the number and details of 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	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	The number of appropriate agreements with the necessary requirements to support children with additional needs and/or disabilities increase and that their requirements are	

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contracts that the requirements of children with additional needs and/or disabilities are met.					purposes, than in previous years.	met. (This should be 100%) Record feedback and review annually.	
We will raise awareness of and communicate information more widely about local accessible trails, etc. through advertising and promotion through local	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	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-	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 well	

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networks and our website.		analysis to be 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.			accessible trails.	as receiving more positive customer feedback from this group. Some information available via the number of unique page views.	
We will audit by 2016, and then continually monitor all	Carried forward	After major investment from 2011 – 2014, ensuring the	FD	2016 & ongoing	More visitors with disabilities successfully	Measured through visitor surveys & feedback	

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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.		estate’s facilities offer a high quality experience for visitors of all abilities. (This builds on Diversity objectives as at Dec 2014).			using the built facilities on the estate. Each visitor centre will have an Accessibility Statement online, as per commitment made to Visit Scotland.	(quantitative and qualitative) and other ways of gathering feedback (e.g. social media).	
We will continually monitor and review biannually, the accessibility to audiences of our communications	New	We need to ensure information is available to as wide an audience as possible, by (as appropriate) offering flexible or alternative	FESHO CRT		Visitors will be able to access accurate information in the way which best suits their needs. A range of visitors will	Measured through visitor surveys & feedback (quantitative and qualitative), user testing and Google analytics.	

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and activities, online and offline.		versions to suit different audiences. Any activities & events should be considered along with the needs and wants of potential audiences (e.g. religious).			participate in and enjoy activities and events on the estate.		
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	Measured through visitor surveys & feedback (quantitative and qualitative).	

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					(e.g. Changing Places toilets).		
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 st March) with Equality & Diversity team. Record the number of guided visits.	
We will continue to work with disabled mountain bike users to develop accessible trails where	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	Measured through visitor surveys (quantitative & qualitative). Feedback monitored also through 3 rd parties (e.g.	

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appropriate (including making existing trails accessible to more people).					available to hire on/near our trails.	Developing MTB in Scotland, Rough Riderz, bike hire 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.	

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We will liaise with local public transport providers to improve transport links where possible appropriate and where costs are not prohibitive. (Indications are that costs will be prohibitive).	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 or shared transport. Improvements to be highlighted on the website, including as part of Accessibility Statements.	Changes to be recorded locally and reported annually.	
Maintain a log of actions taken and improvement	Carried forward	The need to illustrate how we are working to better serve all	All	Ongoing	A complete and improving picture of E&D work across	Annually reported to E&D.	

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required / completed.		our visitors.			the estate.		
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.	
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	

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						the Public Opinion of Forestry Surveys increases.	
When actively recruiting externally, again promote employment opportunities to disabled communities.	Carried forward	Profile of applicants and workforce profile declaring a disability is only 3%.	HR Business Partner	Ongoing	Increased number of applicants and successful candidates declaring a disability.	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 disabled respondents to the Public Opinion of Forestry Surveys	

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						increases.	
Continue to train young people from under-represented groups, specifically women and those with mental health disabilities. This is dependent on annually funding and budgetary decisions.	New	Need to increase the number of young women , ethnic minorities and people with mental health disabilities in our workforce and working in the industry.	James Ogilvie	April 2016 – then for annual review	Increase in number of young people from under represented groups in the FCS and wider industry.	Annual monitoring report.	