

Forestry Commission Equality Analysis Form

1. What is the name of your policy, function or service?

Cowal & Trossachs District Strategic Plan

2. What are the main aims and objectives of the Policy function or service?

To summarise the directions Cowal and Trossachs Forest District (C&TFD) is taking in its management for the period 2012-15. This seeks to support the NFE Strategic Plan 2012-2015 and build on C&TFD Strategic Plan 2009-2013 which focussed on defining the tasks that Forestry Enterprise Scotland, as Estate managers would accomplish.

3. Briefly describe the impact (or potential impact) on people

The revised C&TFD Strategic Plan itself will not have a new impact on people as its main function is to explain existing policy. The forest within C&T FD, on the other hand, is a major source of public benefits and impacts on a wide range of people both as workers, leisure users, neighbours and stakeholders.

Our management aims are directly linked to the six national aspirations:

- **Healthy**, achieving good environmental and silvicultural condition in a changing climate
- **Productive**, providing sustainable economic benefits from the land
- **Treasured** as a multi-purpose resource that sustains livelihoods, improves quality of life, and offers involvement and enjoyment
- **Accessible**, local woodlands and national treasures that are well promoted, welcoming and open for all
- **Cared for**, working with nature and respecting landscapes, natural and cultural heritage
- **Good value**, exemplary, effective and efficient delivery of public benefits

These goals and aims can be mapped against the main people impacts:

Workers: C&TFD directly employs a staff of approximately 65 full time posts and approximately 40 people as contractors, a good number of whom live within the district. We have lease agreements with Go Ape and Café Lochan, at The Lodge, and these employ a further 10 full time and seasonal staff to manage the delivery of these visitor based businesses. Four forestry apprentices are learning their trade at the district and a mid-year forestry student is also part of the district team. We regularly provide work experience opportunities for 3 or 4 young job seekers from Dunoon. In line with national guidance we utilise a full suite of processes and guidance in place to encourage and ensure equality in the workplace for both direct employees and contractors. We recognise that there are equality challenges for workforce development, particularly in relation to a historically male-dominated industry and workforce, and also in relation to the limitations imposed by the outdoor/forest environment for those with some disabilities. It may also be the case that those in more urban-based cultural groups are less likely to consider employment in a land-based industry like forestry.

Leisure users: C&TFD attracts approximately 500k visits a year (*FC Scotland All Forests Visitor Monitoring; Survey of visitors to FCS forests 2004-2007*)

Two principle equality issues have been our focus in recent years: i) how can we make our existing forests more accessible to a wider range of people; and ii) building on the FCS repositioning programme what opportunities are there for the NFE to provide in terms of closer access to where people live.

In our efforts to make our existing forests more accessible to a wider range of people we recognise that there are both physical and psychological barriers to access. Physical barriers in relation to terrain and

facility design can have a negative impact on those with some disabilities, and on the elderly or those with young children. There may be psychological barriers to accessing forests for those more familiar with the urban environment, for some ethnic groups with negative cultural associations with the countryside, and for those groups that might have a fear of crime in the secluded forest environment.

Our estate repositioning programme also recognises the locational barriers to access, particularly for those without private transport. Many people in Scotland are unable or unwilling to take part in enjoyable woodland activity due to factors such as disability, distance, low income, or fear of crime. Using or creating woodland nearer to people, and creating opportunities for group activity potentially can help to overcome these forms of social exclusion.

Just under four-fifths of C&TFD visitors travel to the forest by car (74%), 18% walk to the forest while much smaller proportions use other types of transport. Less than 1% of all visitors to Scottish forests use public transport to reach the forest. (*FC Scotland All Forests Visitor Monitoring; Survey of visitors to FCS Forests 2004-2007*). This is due in part either to the seasonal nature of some public transport services to the forests or no public transport provision to the forests is in place. We are actively working with transport agencies to encourage public transport networks to link with our forests as well as focussed marketing at key sites such as train and bus stations.

Neighbours and stakeholders: We take stakeholder and neighbour consultation seriously in managing C&TFD forests. This is evidenced through our FSC sustainable forestry certification which requires an appropriate level of ongoing stakeholder engagement (see <http://ukwas.org.uk/>). We recognise the ongoing challenge of engaging with as yet uninvolved people and groups, and how we need to target limited engagement resources to best effect. In C&T FD one of the more difficult challenges is to engage with ethnic minorities however given the proximity of C&T FD to the Central Belt this is considered an opportunity.

4. What are the names and contact details of the initiative's owner and the person who completed the Equality Analysis?

Owner: Gordon Donaldson, Cowal and Trossachs Forest District Manager.
Gordon.donaldson@forestry.gsi.gov.uk Tel: 01877 382383

Author: Liz Walker, CRT Manager for Cowal and Trossachs Forest District
Liz.walker@forestry.gsi.gov.uk tel: 01877 382383

5. Is this a new Equality Analysis, or a review of a previous Equality Analysis?

New.	Yes
3 year review.	
Early review, explain why.	
Review due to end of the initiative.	

6. If this is a review, when was the previous Equality Analysis signed off?

N/A

7. How will this initiative be put into practice?

This plan will be actioned in the following ways

- We will ensure all members of staff are made aware of this document and seek to raise equality and

diversity awareness amongst staff through regular updates and staff meetings.

- We will continue to actively liaise and work with stakeholder groups across the district to ensure that everyone has an opportunity to engage with us.
- We will continue to provide information to our stakeholders on what we are doing through meetings, press releases, drop in sessions, information panels and leaflets as and when appropriate to do so.
- With all new developments and infrastructure upgrades we will carry out equality impact assessments.

8. What evidence regarding the protected characteristics have you obtained to analyse this initiative? Quote sources including details of engagement.

Cowal & Trossachs Forest District is in a fairly central position in Scotland, therefore the entire population of Scotland is considered as potential visitors for the purposes of considering demographics. FCS statistics show that the profile of visitors to Cowal & Trossachs Forest District reflect 34% making an overnight trip and a further 22% travel there from outside the locality (greater than 6 miles), which is why it is valid to consider potential visitors as being from across Scotland.

Visitors to C&TFD forest and woodlands

- **FC Scotland All Forests Visitor Monitoring (AFS1); Survey of visitors to FCS forests 2004-2007**

Estimated 500k visits per year. From sample tested :

- Male 52% Female 48%
- Age - Under 5 years 5%; 5 – 10 years 6%; 11 – 15 years 6%; 16 – 24 years 7%; 25 – 34 years 11%; 35 – 44 years 20%; 45 – 59 years 26%; 60+ years 19%
- Ethnicity - White –Scottish 62%; White – English 28%; White – Other 7%
- Disability: 4% of visitors stated that they or a party member had a disability or special need

C&TFD District Population (Based on cumulative data for Stirling, Argyll & Bute, and West Dunbartonshire and equates to 5% overall Scottish population) compared to Scotland Population

Gender	Scotland	C&TFD
	Male – 48.5%	Male – 48.1%
	Female – 51.5%	Female – 51.9%
Disability	Scotland	C&TFD
	Disabled – 19.6%	Disabled – 20.3%
	Not disabled – 80.4%	Not disabled – 79.7%
Race	Scotland	C&TFD
	White – 96.0%	White – 98.0%
	Mixed – 0.4%	Mixed – 0.3%
	Asian – 2.7%	Asian – 1.3%
	Black – 0.7%	Black – 0.3%
	Other – 0.3%	Other – 0.1%
Age	Scotland	C&TFD
	15 & below - 17%	15 & below - 17%
	16 to 24 – 12%	16 to 24 – 11%
	25 to 34 – 13%	25 to 34 – 11%
	35 to 44 – 14%	35 to 44 – 13%

	45 to 54 – 15% 55 to 64 – 13% 65 and over - 17%	45 to 54 – 15% 55 to 64 – 14% 65 and over - 19%
Religion	Scotland	C&TFD
	Church of Scotland 32.4% Roman Catholic 15.9% Other Christian 5.5% Buddhist .2% Hindu .3% Jewish .1% Muslim 1.4% Sikh .2% Other religion .3% No religion 36.7% Religion not stated 7%	Christian 59% Buddhist.2% Hindu .1% Jewish .04% Muslim .4% Sikh .07% Other .2% No religion 24%

How does the diversity data from the local authority areas compare to the profile of visitors to C&T FD:

The gender balance of visitors to C&TFD (52% male, 48% female) is broadly representative of the combined local authority data (48% male, 52% female)

The age profile of visitors to C&TFD is broadly representative of the combined local authority data

People visiting who have a disability (4%) are **under represented** in relation to the combined local authority data who have a limiting long term illness. (20%).

97% of visitors are of white ethnicity, which is broadly representative of the combined local authority data

C&TFD workforce demographics

Gender	Male – 76.2%
	Female – 23.8%
Age	16 to 24 – 5%
	25 to 34 – 17%
	35 to 44 – 19%
	45 to 54 – 30%
	55 to 64 – 25%
	65 and over – 4%
Disability	Disabled – 0%
	Not disabled – 100%
Race	White – 100%

9. What gaps are there in the available evidence?

	<p>Describe the gaps and what you have done to fill them, or why you cannot fill them.</p> <p>Data regarding visits to FCS forests has been extracted from 1 key source: All Forest Surveys (AFS) 1; sampling covered the period 2004-2007 which pre-dated the</p>
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	<p>introduction of the Equality Act 2010.</p> <p>A 2nd All Forest Survey (AFS2) is currently in the process of being carried out and this will provide up to date and more robust data regarding our visitor demographics.</p>
Age	Evidence relating to age of our Visitors, Workforce and Scottish and C&TFD are captured above
Disability	Evidence relating to overall numbers of our Visitors, Workforce and Scottish and C&TFD population who consider they have a disability is captured above.
Gender	Evidence relating to gender of our Visitors, Workforce and Scottish and C&TFD population captured above..
Gender Reassignment	No visitor data; No Scottish population data publicly available. .
Marriage and Civil Partnership	Limited information available on this however it is not felt that this group will be impacted on by this policy
Pregnancy and Maternity	No visitor data; no population data;.
Race	Evidence relating to ethnic origin of our Visitors, Workforce and Scottish and C&TFD population captured above
Religion and Belief	Evidence captured relating to religion or belief of Scottish and C&TDFD populations; No visitor data; Workforce: the Staff Survey of 2011 indicates that around 46% of employees are Christian and 27% have no belief. However, Buddhism, Judaism, Hindu and Islam are also represented, though in low numbers
Sexual Orientation	Discussions at a national level with Stonewall have indicated there do not appear to be any particular issues with regard to customer access and participation linked to sexual orientation. No data was available for C&T District

10. What does all the evidence tell you about the actual or likely impact on different groups?

	Positive Impact	Negative impact	High, Medium or Low	Comments
Age	x		Low	<u>Leisure users:</u> Visitor surveys show that a quarter of our forest visitors are aged over 65.We need to bear this in mind when designing and updating new and existing facilities to ensure that we can continue to provide a good visitor experience for this age group.. We will continue to make information available to all forest users which clearly informs them of the gradients of each formal trail. We will also continue to seek feedback through the use of

				<p>questionnaires.</p> <p>As part of the Lodge upgrade, VC facilities for disabled access have been improved; all walks start from the visitor centre and vary in length and gradient to suite all abilities.</p> <p><u>Neighbours and stakeholders:</u> A flexible approach to conducting consultation meetings such as offering opportunities outwith standard working times should be taken to ensure as many stakeholders as possible are able to attend. Efforts are made to ensure that a broad representation of age groups can take part in the consultation process. For example local schools were involved in the design and development of nature play features at the Lodge Forest Visitor Centre.</p> <p><u>Workers:</u> The majority of C&TFD workforce is in the 45-54 age bracket. There is also a fairly low turnover of staff with many choosing to continue to work beyond the age of 65. To encourage young people we have hosted graduates, apprentices, student placements, and facilitated work placements through a skills programme work</p>
Disability	X		High	<p><u>Workers:</u> Whilst we currently have no staff members who consider themselves disabled, we recognise that the terrain could provide a barrier to future employees who do have a physical disability or to current members of staff who develop one. . However as an equal opportunity employer we are committed to making reasonable adjustments to minimise or overcome barriers.</p> <p><u>Leisure users:</u> those with disabilities benefit from provision of access designed with all abilities in mind, and for provision of information that makes level of difficulty clear. We have worked and will continue to work more closely with the Field Fare Trust on an ongoing basis across the FC Scotland estate to evaluate the facilities including trails to ensure these reach as diverse an audience as possible.</p> <p>Key sites for all ability access in C&TFD include Loch Katrine, The Lodge, 3 Lochs FD and Rowardennan. We engaged with Stirling Disability Group in the development and testing of the Lodge all abilities access. The feedback was that the facilities will have a positive</p>

				<p>impact to encourage disabled visitors to the centre.</p> <p><u>Neighbours & stakeholders:</u> We have involved representatives of disabled groups in the development of the Lodge Visitor Centre Design for both the building and the new all ability path. We will continue to work with these groups on any new or improvements to infrastructure.</p>
Gender	X		Low	<p><u>Workers:</u> Forestry has traditionally been a male dominated profession. However we have seen an increase in the district in female operational staff over the past few years which has helped to diversify the workforce.</p> <p><u>Leisure users:</u> Analysis of our visitors to the FCS forests has indicated that the number of male and female visitors to FCS forests is almost equal and fairly representative of local authority area and the Scottish population</p> <p><u>Neighbours & stakeholders:</u> There tends to be a good representation from both genders on projects, designs that we consult on</p>
Gender reassignment	x		Low	<p><u>Workers:</u> we are not aware of any staff in the district who identify as being transgender.</p> <p><u>Leisure users:</u> There is limited knowledge of this user group locally, and there has been no registered complaints received.</p> <p><u>Neighbours & Stakeholders:</u> When setting up our Equalities Panel we will ascertain whether there is a local group representing the transgender community, and invite them to participate.</p> <p>We are not aware of any potential impacts on this group. However, we will review our plans if we receive any feedback that highlights issues.</p>
Marriage and Civil Partnership	x		Low	<p><u>Leisure users;</u> We have, via our permissions system, hosted a number of wedding ceremonies/civil partnerships and will continue to deal with each request, as it arises.</p> <p>.</p> <p>Limited information available, however The Lodge is available for both marriage</p>

				<p>and civil partnership ceremonies and the refurbished lodge makes this a more attractive venue to those seeking to have a ceremony.</p> <p>Worker: All staff policies that could be impacted by marriage and civil partnerships are dealt with centrally, at a national level.</p> <p>Neighbours & stakeholders: A range of people participate in our consultations and engagement, however we do not currently record their marital status.</p> <p>We are not aware of any potential impacts on this group. However, we will review our plans if we receive any feedback that highlights issues.</p>
Pregnancy and Maternity	x		Medium	<p><u>Leisure users</u>: it is important to recognise the number of family groups that visit our forests and the need to ensure that what we provide is accessible to all</p> <p>The trails at the Lodge are more accessible for people with buggies and small children. (wider and smoother and less severe gradients). Baby changing, play and feeding facilities have been considered in the Lodge redesign.</p> <p>Workers; The FC offers a number of flexible working policies, and the district will try and accommodate any requests where possible, to meet the needs of individual staff.</p> <p>Neighbours & Stakeholders: We consult with local toddler groups on developments or projects that may have an impact.</p> <p>We are not aware of any potential impacts on this group. However, we will review our plans if we receive any feedback that highlights issues.</p>
Race	x		Low	<p><u>Workers</u>:. In April 2010 our recruitment decreased significantly due to the requirement to downsize the wider Civil Service. Improving the diversity of our staff is difficult under these continuing restrictions, but it remains an aim.</p> <p><u>Leisure users</u>: Our AFS 1 survey showed that less than 0.5% of our visitors were of non-white ethnic origin. We have no data as to why this is the</p>

				<p>case but future engagement with minority ethnic groups may provide some direction that will see an increase in their usage of the forests.</p> <p><u>Neighbours and stakeholders:</u> To date there has been little independent representatives taking part in our consultations. However we have shared plans for the Lodge Forest Visitor Centre with specific groups on We will continue to ensure all sectors of society have an opportunity to comment on the work we do, be it through surveys, compliments and complaints register, drop in sessions or by direct contact with known and recognised groups.</p> <p>We also aim to create an equalities panel to help us on large scale projects, ensuring that all of the protected characteristic groups get a say in how we develop and manage our forests</p>
Religion and Belief	x		Low	<p><u>Leisure users:</u> We occasionally have worked with representative BAME and faith groups and have facilitated a number of visits to the QEFP. We will continue to consider any requests in the future.</p> <p><u>Workers;</u> We do not currently hold data on the religion or belief of our staff at a local level, it is only collated at a national level via the staff survey.</p> <p><u>Neighbours and stakeholders:</u> We will continue to ensure all sectors of society have an opportunity to comment on the work we do, be it through surveys, compliments and complaints register, drop-in sessions or by direct contact with known and recognised groups.</p> <p>We are not aware of any potential impacts on this group. However, we will review our plans if we receive any feedback that highlights issues.</p>
Sexual Orientation	x		Low	<p><u>Leisure users:</u> We have received no complaints with regards to sexual orientation in terms of access to our forests. As with all of the other protected characteristic groups we are open to any approaches by this group to organise specific events.</p> <p><u>Workers;</u> We do not currently hold data on the sexual orientation of our staff at a local level, it is only collated at a national level via the staff survey.</p>

				<p><u>Neighbours and stakeholders:</u> We will continue to ensure all sectors of society have an opportunity to comment on the work we do, be it through surveys, compliments and complaints register, drop-in sessions or by direct contact with known and recognised groups.</p> <p>We are not aware of any potential impacts on this group. However, we will review our plans if we receive any feedback that highlights issues.</p>
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11. What have you changed in the initiative to reduce or eliminate any negative impact?

Workers: Our People Strategy 2011-16 Fit for the Future lays out how we will take positive action for equality in the workplace

(<http://alpacorn.forestry.gov.uk:7777/pls/portal/docs/PAGE/ECONNECT/PERSONNEL%20DEVELOPMENT/FIT%20FOR%20OUR%20FUTURE%20-%20PEOPLE%20STRATEGY%202011-2016.PDF>)

A key theme of our People Strategy is to recruit and employ more people with protected characteristics in order to make the Forestry Commission as representative of the population as possible. Spending restrictions meant that active advertising in media outlets specifically aimed at various protected characteristic groups ceased in April 2010. Our recruitment also decreased significantly from that date, due to the requirement to downsize the wider Civil Service. Improving the diversity of our staff is difficult under these continuing restrictions, but it remains an aim. Meantime, we shall do all that we can to understand and eliminate any issues of inequality towards our staff and to ensure our interviewing processes are not discriminatory.

Leisure users: Our community and recreation work is directed by four existing policy documents for each of which equality and diversity are a core focus:

- Working with communities: our commitment (<http://www.forestry.gov.uk/forestry/INFD-7Q4J6R>)
- Forests for People Recreation Framework ([http://www.forestry.gov.uk/pdf/fcfc114.pdf/\\$FILE/fcfc114.pdf](http://www.forestry.gov.uk/pdf/fcfc114.pdf/$FILE/fcfc114.pdf))
- Woods In and Around Towns ([http://www.forestry.gov.uk/pdf/fcfc120.pdf/\\$FILE/fcfc120.pdf](http://www.forestry.gov.uk/pdf/fcfc120.pdf/$FILE/fcfc120.pdf))
- Woods for Health Strategy ([http://www.forestry.gov.uk/pdf/fcfc011.pdf/\\$FILE/fcfc011.pdf](http://www.forestry.gov.uk/pdf/fcfc011.pdf/$FILE/fcfc011.pdf))

Neighbours and stakeholders: Our approach to consultation and engagement is laid out in Working with communities: our commitment (<http://www.forestry.gov.uk/forestry/INFD-7Q4J6R>) and OGB 44 Equality and Diversity

(http://alpacorn.forestry.gov.uk:7777/portal/page?_pageid=33,1404557&_dad=portal&_schema=PORTAL)

Equality messages and commitments are embedded through the Strategic Directions document.

During 2011 the FC conducted Public Opinion Surveys in UK, Scotland and Wales. The Surveys indicated that people have a great interest in visiting forests and that around two thirds or more of all respondents said they had visited forests or woodlands in the last few years.

Disabled respondents were least likely to have visited forests or woodlands and personal mobility reasons (difficulty in walking etc) was one of the most commonly reported reasons for not visiting. The number of BAME respondents in Scotland was also very low, reflecting national demographics.

The Public Opinion Survey records positive responses from respondents in different categories. In response to the question 'In the last few years, have you visited forests or woodlands for walks, picnics or other recreation?'

70% of not disabled and 57% of disabled respondents in the UK said Yes

67% of male and 68% of female respondents in the UK said Yes

71% of White and 34% of BAME respondents in the UK said Yes

69% of respondents age 44 or under, and 66% of respondents aged 45 or over in the UK said Yes.

From this we can determine that there is little statistical difference in the gender and age demographics of our customers. However, there are clear differences in the level of participation in our services of disabled people and BAME communities. Therefore, we will focus our attention on engaging other communities to improve their use and enjoyment of the public forest estate e.g. people with disabilities and BAME communities. Actions to take forward this commitment are captured in the 4 existing policy documents above and actions being taken forward at a local level are contained in regional and local plans.

12. Where negative impact can not be reduced, give the reasons why.

All of our forests are open to the public for responsible access, however, due to remoteness, topography etc. not all of our sites are suitable for the less abled or less experienced recreation user. Where our sites are easily accessible and the topography and use suits, we have concentrated our efforts on improving the accessibility for all users. On our other formal recreation sites where it is not possible or reasonable to make all of the facilities accessible, we will be looking at what we can reasonably provide for visitors.

Over the past three years we have improved all ability access to include:

- The Lodge Forest Visitor Centre – a full refurbishment of the building with fully compliant access, parking and toilet provision
- All ability access improvements to the path infrastructure at the Lodge
- All ability Improvements to paths on 3 Lochs Forest Drive, Loop at Rowardennan and access at Bracklin fall
- Installation of accessible composting toilets at the Sallochycampsite.

13. Does this initiative fulfil the General Equality Duty?

	Comment
Eliminate unlawful discrimination, harassment and victimisation.	<p>As far as possible Yes - In our efforts to make our existing forests more accessible to a wider range of people we recognise that there are both physical and psychological barriers to access. Physical barriers in relation to terrain and facility design can have a negative impact on those with disabilities, and on the elderly or those with young children. There may be psychological barriers to accessing forests for those more familiar with the urban environment, for some ethnic groups with negative cultural associations with the countryside, and for those groups that might have a fear of crime in the secluded forest environment.</p> <p>Our estate repositioning programme also recognises the locational barriers to access, and we have been investing in creating new woodlands closer to large urban areas to help facilitate access.</p>
Advance equality of opportunity.	<p>FES is an equal opportunity employer and has a full suite of processes and guidance in place to encourage and ensure equality in the workplace for both direct employees and contractors. Our People Strategy 2011-16 Fit for the Future lays out how we will take positive action for equality in the workplace</p>

<p>Foster good relations.</p>	<p>Yes - We take stakeholder and neighbour consultation seriously in managing the forests in C&T Forest District. This is evidenced through our FSC sustainable forestry certification which requires an appropriate level of ongoing stakeholder engagement (see http://ukwas.org.uk/). We recognise the ongoing challenge of engaging with as yet uninvolved people and groups, and how we need to target limited engagement resources to best effect. A particular challenge is to engage with ethnic minority groups as less than 2% of the C&T FD population is of non-white ethnic origin. We also recognise the continuing need for us to be as flexible as possible when conducting community consultation to ensure as many people as possible have a chance to comment on what we plan to do.</p>
<p>14. Describe the arrangements to measure and monitor the actual impact of this initiative on people from the protected characteristic groups.</p>	
<p>How will you measure the effects of the initiative?</p>	<p>Equality monitoring commitments are embedded in the sectoral policy documents listed in section 11. These, in turn are linked to monitoring of a national set of indicators for forestry, including for Community development, and Access and Health at http://www.forestry.gov.uk/pdf/SFSprogressindicators2011.pdf/\$FILE/SFSprogressindicators2011.pdf</p> <p>The diversity characteristics of forest visitors will be monitored through All Forest Surveys.</p> <p>We will include a consultation framework in our regional plans, which will be subject to public consultation. This will provide a locally agreed framework for local consultation on our land management plans and local activities. The consultation plans will include commitments to monitoring the effectiveness of our consultation, and this evidence will be collated at national level to inform national policy.</p> <p>The AFS2 survey results are anticipated to be available in late 2013 and this will allow us to compare the current visitor profile with the updated Census results to see if we are attracting visitors to The Lodge that are representative of the Scottish population. Should the results demonstrate that groups from the PCs are under represented we will seek opportunities, subject to resources being available, to engage with these groups to establish their requirements and where possible encourage wider take up of the facilities that C&TFD offers.</p> <p>On an ongoing basis, customer, staff and tenant feedback is gathered through various forms and will be analysed along with mystery shopper information so that continuous improvement is undertaken.</p>
<p>What type of information is needed for monitoring and how</p>	<p>We conduct a variety of surveys to obtain feedback from our “customers” including the FCS Annual Mystery Shopping Report. A 2nd All Forest Survey (AFS2) is currently in the</p>

<p>often will it be analysed?</p>	<p>process of being actioned and this will provide up to date and more robust data regarding our visitor demographics.</p> <p>In addition when the 2011 Census results are published these will provide up to date demographics regarding the Scottish population.</p> <p>We will also use any data generated from our compliments and complaints process as well as the surveys we conduct at our visitor centre and during Christmas tree sales.</p> <p>As noted above we will analyse the AFS2 survey results to compare the current visitor profile with the updated Census results.</p>
<p>How will you engage stakeholders* in implementation, monitoring and review?</p>	<p>Our approach to consultation and engagement is laid out in Working with communities: our commitment (http://www.forestry.gov.uk/forestry/INFD-7Q4J6R) and OGB 44 Equality and Diversity (http://alpacorn.forestry.gov.uk:7777/portal/page?_pageid=33,1404557&_dad=portal&_schema=PORTAL)</p> <p>Equality messages and commitments are embedded through the Strategic Directions document.</p> <p>Following an analysis of the updated visitor profile data where we identify that groups from any protected group is under represented we will seek opportunities to engage with representatives of the protected characteristics to establish their requirements and where possible take direct action to eliminate unlawful discrimination, harassment and victimisation</p> <p>As we specifically want to attract more disabled visitors, we will continue to engage with representative disabled groups to ensure improvements to C&TFD facilities, including the Lodge, have had the desired affect or if more work is required to fulfil this objective. Further our marketing will particularly focus on these disabled groups to raise awareness of our all ability access offer. Equally we will continue to work with contacts/colleagues in the Central Belt to promote our facilities to BAME groups</p>
<p>Who will be responsible for the monitoring and review?</p>	<p>Responsibility ultimately rests with the Forest District Manager but the CRT and Planning managers will have a key role to play in monitoring and reviewing progress on local and national initiatives.</p>
<p>15. What is the review date for this Equality Analysis?</p>	
<p>Date of next review(s)</p>	<p>2016</p>
<p>What could trigger an early revision?</p>	<p>Change of strategic direction/policy</p>
<p>16. Senior manager sign off</p>	
<p>I agree with this Equality Analysis and its supporting evidence relating to this initiative and that it demonstrates that it advances or will advance, the three aims of the General Equality Duty.</p>	

Name	Simon Hodge
Signature	
Job Title	CEO
Date	