

Forestry Commission Equality Analysis Form

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

North Highland Forest District Strategic Plan 2014 - 2017

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

This document describes the role and strategic directions for North Highland Forest District during the period 2014 to 2017.

The purpose of the Forest District Strategic plan is to give direction to local staff and inform stakeholders and the public about the priorities for delivering the Scottish Forestry Strategy in North Highland Forest District.

Forest Enterprise Scotland (FES) has recently produced a new National Strategic directions document which states our strategic direction for the next 3 years. This document is one of 10 that form the next level in this planning hierarchy translating the National Key Commitments into regional decision making and delivery within North Highland Forest District

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

The NHFD Strategic Plan will inform the priorities we set in delivering the Scottish Forestry Strategy within North Highland Forest District. It will identify the methods we employ to achieve these and the locations in which they are delivered. In areas where it is likely to affect people it takes its lead from other Forestry Commission policies, guidelines and programmes.

It explains our management aims around six themes:

- **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

Against each of these themes we have listed a series of "Key Commitments" and these will be the drivers that inform decision making and our business planning processes between 2014 and 2017. Many of the key commitments relate to environmental or silvicultural objectives and, as such, will have little direct impact on people however in other sections we set out our priorities for public recreation and access and describe how we will engage with local communities and stakeholders

These actions will be delivered through the local Forest District team, supported by national Forestry Commission Scotland (FCS) staff and the communities and volunteers that we work with.

Approximately 53,000 people, or 1% of Scotland's population, live within the North Highland Forest District. These are largely concentrated in the coastal towns of Wick and Thurso in Caithness, Ullapool, Dingwall and Tain in Ross-shire and Dornoch, Golspie and Brora in Sutherland. There are also large villages along the Easter Ross seaboard and smaller hamlets in

land within the district.

Averaging less than 1 person per square kilometre the North Highland area has one of the lowest population densities in Europe's. Despite this we work closely with communities who want to access or be involved in the management of their local forests. Many of our staff live in local communities, which helps us work with them to achieve local goals. We also work closely with local schools and other groups that use the National Forest Estate (NFE) for recreation and education purposes.

With the generous opportunities across the district for outdoor recreation we understand the role we can play in encouraging local residents and visitors to use our forests as a safe and quiet place to visit.

The three main groups of people upon whom the plan might impact are:

Workers: The Forest District directly employs 46 staff along with numerous contractors engaged in delivering programmes. We recognise that we cannot achieve our aims without a professional, motivated, diverse and dedicated workforce. FES is an equal opportunities 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. We recognise that there are equality challenges for workforce development, particularly in relation to a historically male-dominated industry and workforce, but also in relation to the limitations imposed by the outdoor/forest environment for those with some disabilities.

Neighbours and stakeholders: North Highland Forest District attaches great importance to stakeholders and neighbour consultation. This is evidenced through our UKWAS certification which requires that we demonstrate an appropriate level of ongoing stakeholder engagement. We recognise the challenges associated with engaging with communities, all of whom have different aspirations and levels of interest in their local forests. We also understand that interest levels can change rapidly depending on the activities being undertaken, the make up of the community and whether or not an appropriate effort has been made to keep stakeholders suitably informed. Similarly we need to keep our stakeholder/neighbours informed and involved in our plans as in some cases their aspirations and objectives differ greatly from our own. In such cases early consultation helps to avoid conflict and can often enable compromise solutions to be achieved.

Leisure users: In FC Scotland's "All Forest Visitor Monitoring - Survey of Visitors to FCS Forests 2004-2007" it was estimated that some 119,000 visits were made annually to forests in Dornoch FD. North Highland Forest District was formed in 2009 taking in all of the old Dornoch FD plus several large forests located alongside the main Inverness to Ullapool road. This is a popular tourist route and given that these forests attract significant numbers of visitors we currently estimate FD visitor numbers to be in the region of 200,000 per annum.

Visitors use our woodland for a wide variety of outdoor activities. These include walking, running, cycling, horse riding, mountain biking, wildlife watching plus participation in organised events such as motor rallies, competitive and sponsored cycling events, expert lead archaeological and biodiversity events etc.

We recognise that to some people our forest can present both physical and psychological barriers to access. Physical barriers in relation to terrain can have a negative impact on those with some physical disabilities as well as the elderly and those with young children. Our forests may also present psychological barriers to people who are uncomfortable with secluded woodland environments and who may negatively associate such places with crime. Whilst this is usually an urban perception this view is equally prevalent amongst some people living in rural communities in the North Highlands.

Location can also be a barrier to access with over 80% of visitors relying on cars to get to our forests. As might be expected in such a remote rural location, public transport options are

limited which raises the importance having forests and facilities reasonably close to communities and centres of population. In recognition of this the FD has been an active participant in the FES repositioning programme and recently acquired two key sites, at Sibster and Newtonhill, on which to establish new woodland. These sites are well located serve the communities of Thurso and Wick which, for geographical reasons, previously had limited access to woodland. On both sites access facilities have been developed in conjunction with the woodland establishment work and in the case of Newtonhill, which lies with walking distance of the centre of Wick, a network of accessible trails have now been established. Work is ongoing with a very active local community group who wish to further enhance facilities on this site and further encourage use of the woodland by the largely urban population of Wick. At Sibster, which is a much larger site, an extensive path network has been established. This site is unusual in that it is well served by public transport (adjacent to a railway station) and it is hoped that as the forest develops more visitors will make use of this facility.

Over and above these two examples the Forest District has made a commitment to continually review its recreation facility provision, monitoring use and concentrating resources where they will most benefit visitors and local communities. This includes a commitment to further development of our accessible facilities at Aldie Burn, (Ross-shire), Newtonhill, (Caithness) and Ferrywood (Sutherland) taking ongoing advice from the Fieldfare Trust.

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

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 North Highland Forest District,
 Forestry Commission Scotland,
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5. Is this a new Equality Analysis, or a review of a previous Equality Analysis?

New	The North Highland Forest District Strategic Plan 2014 to 2017 replaces the previous plan which is due to expire at the end of 2013.
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?

7. How will this initiative be put into practice?

The strategy will be put into practice by delivering the key commitments listed in the plan across the National Forest Estate within North Highland Forest District. These will be delivered by our local teams, supported by our contractors, staff in national FES teams and the communities and volunteers we work with.

Forest District staff have been fully involved at all stages in the development of this plan and have been given regular opportunities to feed into the process. The key commitments were reviewed and accepted by the FDs management team at a meeting in Nov 2013. A consultation exercise with external stakeholders is about to be launched and once this has been completed the final document will then be published on the internet.

The key commitments listed in the strategy will be used to inform decision making within our Land Management Plans (LMPs) which forms the next tier of the Forest Districts planning structure. LMPs cover either a single large forest or a group of forests in the same location with similar characteristics and features. Future work programmes and activities will be developed within the Land Management Plans which in turn will be used to inform decisions about resource allocation within our Business Planning processes.

Progress against each of the key commitments listed in the plan will be reviewed and reported upon annually.

The strategy will be formally reviewed at the end of 2017.

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

The key sources of data used for the purposes of this Equality analysis include:

- 2011 National Census data
- 2011 National Census data for the Highland Council local authority area
- FC Scotland Workforce demographics as at March 2013
- FC Scotland All Forest Visitor Monitoring – Survey of visitors to FCS forests 2004 to 2007 – data relating to the old Dornoch Forest District

		Population (Scotland) %	Population (Highland) %	NHFD Workforce %	Visitor Profile Old Dornoch FD %
Race	White	96	98.6	100	100
	Mixed	0.4	0.3	0	0
	Asian	2.7	0.8	0	0
	Black	0.7	0.2	0	0
	Other	0.3	0.1	0	0
	Unknown				
Gender	Male	48.5	48.9	76	51
	Female	51.5	51.1	24	49
Disability	Disabled	19.6	18.6	0	9
	Not	80.4	81.4	100	91

	disabled					
Age	Under 15	17	18	0	24	
	16 to 24	12	9	9	5	
	25 to 34	13	11	20	9	
	35 to 44	14	13	17	20	
	45 to 54	15	16	39	21	
	55 to 64	13	14	15	20	
	65 and over	17	19	0	1	
Religion	C of Scot	42	36.8	No data available	No data available	
	No religion	27.5	37.3			
	R. Catholic	16	7.6			
	Oth Christ	7	9.2			
	Not stated	5.5	7.9			
	Islam	0.8	0.3			
	Other	0.6	0.4			
	Buddhist	0.1	0.1			
	Sikh	0.1	0.1			
	Judaism	0.1	0.1			
	Hindu	0.1	0.1			

9. What gaps are there in the available evidence?

	Describe the gaps and what you have done to fill them, or why you cannot fill them.
Age	Evidence relating to the age of Scottish and Highland populations, FD workforce and FD visitors are captured above
Disability	Evidence relating to disability in Scottish and Highland populations, FD workforce and FD visitors are captured above
Gender	Evidence relating to the gender of Scottish and Highland populations, FD workforce and FD visitors are captured above
Gender Reassignment	<p>No Scottish or Highland population data publicly available.</p> <p>No data available for visitors</p> <p>Workforce: the 2011 staff survey showed around 0.5% of FC staff identified themselves as transgender. There were no particular issues highlighted and those who identified themselves as transgender were content with the FC.</p> <p>No data available for FD workforce.</p>
Marriage and Civil Partnership	<p>2011 census data shows:</p> <p>Scotland - 48% of over 16s were in marriage or civil partnership</p>

	<p>Highland – 52% of over 16s were in marriage or civil partnership</p> <p>No visitor data</p> <p>No workforce data</p>
Pregnancy and Maternity	<p>No population or visitor data.</p> <p>Workforce: data going back to 2005 for FC as a whole suggests that on average 84% of women return to work following pregnancy. Many women have more than one period of maternity leave and we offer unpaid leave and career break options to extend periods of absence and offer flexibility in working patterns/arrangements.</p>
Race	Evidence relating to ethnic origin of Scottish and Highland populations, the FD workforce and FD visitors are captured above
Religion and Belief	<p>Evidence relating to the religious beliefs of Scottish and Highland populations, are captured above. No data is available for our visitors.</p> <p>Workforce: the staff surveys of 2009 and 2011 indicate that around 46% of Fc employees are Christian and 27% have no belief. However, Buddhism, Judaism, Hindu an Islam are also represented, though in low numbers. No data available for FD workforce</p>
Sexual Orientation	<p>No comprehensive official statistics on sexual orientation for population either at a national or regional level</p> <p>No visitor data.</p> <p>Workforce: the 2011 Staff Survey showed that between 1 and 3% of FC staff identified themselves as gay, lesbian or bisexual. No data available for FD workforce</p>

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		Med	<p><u>Leisure users:</u> From our survey we know that a wide range of people of all ages visit our forests and woodlands, with the exception of people aged 65 and over. We recognise that older people benefit from provision of access designed with accessibility in mind, and for provision of information that makes level of difficulty clear.. We will continue to seek feedback through the use of questionnaires.</p> <p><u>Neighbours and stakeholders:</u> A flexible approach to conducting consultation</p>

				<p>meetings such as offering opportunities out with standard working times will be taken to ensure as many stakeholders as possible are able to attend.</p> <p><u>Workers:</u> Participation in Rural Skills, Modern Apprenticeships and student and graduate placement schemes is providing opportunities for younger people to enter the industry thereby improving the age demographic of the local workforce. Similarly</p>
Disability	x		High	<p><u>Leisure users:</u> Those with disability benefit from provision of access designed with all abilities in mind, and for provision of information that makes levels of difficulty clear. We will continue to engage with the Field Fare Trust both at a local and national level to evaluate facilities to ensure these are accessible to a diverse an audience as possible.</p> <p><u>Neighbours and stakeholders:</u> As part of our Business Sustainability programme all five of Forest Offices/Depots have been upgraded to improve access and toilet facilities for any visitors and staff with physical disabilities.</p> <p><u>Workers:</u> Whilst we currently have no staff who consider themselves disabled, we recognise that manual work and 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 opportunities employer we are committed to making reasonable adjustments to minimise or overcome barriers.</p>
Gender	x		Med	<p><u>Leisure users:</u> Analysis of visitors to FCS forests, both at a local and national level, indicates that the number of male and female visitors is almost equal and fairly representative of the Scottish population.</p> <p><u>Neighbours and stakeholders:</u> No impact envisaged. A flexible approach is taken to conducting consultation exercises. This included offering meeting opportunities out with standard working to ensure as many stakeholders as possible are able to</p>

				<p>attend.</p> <p><u>Workers</u>: Traditionally, employment in the forestry profession has been male dominated and perceived as a practical, outdoors and physical role. In order to attract a wider range of applicants to our advertised vacancies we have been proactive in trying to dispel some of the myths surrounding forestry. <u>We</u> 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>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 our aim.</p>
Gender reassignment	x		Low	<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>: 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> <p><u>Workers</u>: we are not aware of any staff in the district who identify as being transgender.</p>
Marriage and Civil Partnership	x		Low	<p><u>Leisure users</u>: 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> <p><u>Neighbours & stakeholders</u>: A range of people participate in our consultations and engagement, however we do not currently record their marital status.</p> <p><u>Workers</u>: All staff policies that could be impacted by marriage and civil partnerships are dealt with centrally, at a national level.</p>
Pregnancy and Maternity	x		Low	<p><u>Leisure users</u>: Those with young children and pushchairs benefit from the provision of access designed with all abilities in mind, and from</p>

				<p>provision of information that makes the level of difficulty clear.</p> <p><u>Neighbours & stakeholders:</u> We are not aware of any potential impacts on this group. However, we will review our plans if we receive any feedback that highlights any issues.</p> <p><u>Workers;</u> 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>
Race	x		Low	<p><u>Leisure users:</u> Census figures showing the percentage of minority ethnic populations in each local authority confirms that minority ethnic populations tend to be concentrated in large urban areas within Scotland. Glasgow has the highest percentage with 31% of the total minority ethnic population living in the city. Edinburgh follows this with 18%. The lowest concentrations are found in rural areas such as Orkney with 0.08% and Highland with only 1.3%.</p> <p>We will continue to monitor visitor numbers but with such a low percentage of the local population and visitors made up of Black, Asian and minority ethnic (BAME) groups our response will be proportionate. Where opportunities arise we will work with local groups to encourage BAME communities to visit the national forest estate.</p> <p><u>Neighbours and stakeholders:</u> We are not aware of any potential impacts on this group however; ethnic groups make up such a small percentage of the regional population that they may have limited opportunity to engage on forestry issues. 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. We review our plans if we receive any feedback that highlights issues.</p> <p><u>Workers:</u> In April 2010 our recruitment</p>

				decreased significantly due to the requirement to downsize the wider Civil Service. It remains our aim to improve the diversity of our workforce but it is proving difficult with these continuing restrictions, and within an area that has low ethnic populations.
Religion and Belief	x		Low	<p><u>Leisure users:</u> We have had no approaches from faith groups to run special services or activities within our forests but would consider any requests in the future.</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> <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>
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>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. 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> <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>

11. What have you changed in the initiative to reduce or eliminate any negative impact?

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
- Forests for People recreation framework
- Woods in and around Town
- Woods for Health Strategy

Equality messages and commitments are embedded through the both the National Directions document and the Forest District Strategic Plan

During 2013 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?':

78% of not disabled and 57% of disabled respondents in the Scotland said Yes

76% of male and 76% of female respondents in the Scotland said Yes

78% of White and 51% of BAME respondents in the Scotland said Yes

82% of respondents age 44 or under, and 71% 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 most age demographics of our customers. However, there are clear differences in the level of participation in our services of disabled people, people over the age of 65 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, older people 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

Neighbours and stakeholders: our approach to consultation and engagement is laid out in Working with Communities: our commitment and OGB44 Equality and Diversity.

Equality messages and commitments are embedded both throughout the National Strategic Direction Document and within the North Highland Forest District Strategic Plan.

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.

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

The whole of the NFE is open for responsible access but may not be suitable for less able user groups or those unfamiliar with using remote countryside. We work to achieve a balance between facilities that enable access for all, and the wider countryside where no specific facilities are provided but which is open for informal use. With the support of the Fieldfare Trust work has recently been undertaken to upgrade the Aldie Burn Forest Walk to all abilities status. As part of an ongoing upgrade and maintenance programmes, work will be undertaken on other popular forest walks to improve the surfaces of the paths and reduce gradients thereby making them more accessible to less able users

We work with funding made available to us for Communities, Recreation and Tourism delivery which we supplement with revenue generated from related activities such as Christmas tree production and sales. We use the District's business planning process to focus resources where they have the greatest positive impact on accessibility and local economic impact.

As part of our Business Sustainability programme all five of Forest Offices/Depots have been upgraded to improve access arrangements and toilet facilities for any visitors and staff with physical disabilities. We will continue to review the few remaining public buildings within the District however these sites are not widely used by the public and mainly consist of storage and general workshop type facilities.

13. Does this initiative fulfil the General Equality Duty?

	Comment
Eliminate unlawful discrimination, harassment and victimisation.	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 urban environment, for some groups that might have a fear of crime in the secluded forest environment. Our estate repositioning programme recognises the existence of these locational barriers, particularly for those without cars. Many people in Scotland are unable or unwilling to take part in enjoyable woodland activities due to factors such as disability, distance, low income, or fear of crime. Creating woodland nearer to people, and creating opportunities for group activities can overcome these forms of social exclusion.
Advance equality of opportunity.	Yes – As an equal opportunities employer FES 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
Foster good relations.	Yes - We take stakeholder and neighbour consultation seriously in managing the NFE. This is evidenced through

	<p>our FCS sustainable forestry certification which requires an appropriate level of ongoing stakeholder engagement.</p> <p>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 response we are increasingly arranging community consultations in places and at times most likely to be convenient to as wide a cross-section of the community as possible</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>A consultation framework has been developed for all ten FD regional plans, all of which will be subject to public consultation. This provides an agreed framework for local consultation on our land management plans and other local activities. The consultation framework includes commitments to monitoring the effectiveness of our consultation, and this evidence will then be collated at national level to inform national policy.</p>
<p>What type of information is needed for monitoring and how often will it be analysed?</p>	<p>FC Scotland conducts 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 process of being put out to tender and this will provide up to date and more robust data regarding visitor demographics both at FD and at a National level</p> <p>The results from the 2010 and 2011 FC Forest Visitor Surveys are with FC Economics & Statistics being collated and analysed.</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>How will you engage stakeholders* in implementation,</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</p>

monitoring and review?	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 both the Strategic Directions document and the Forest District Strategic Plans
Who will be responsible for the monitoring and review?	The Forest District Manager will have ultimately responsibility for monitoring and reviewing progress of local initiatives outline in the North Highland Forest District Strategic Plan.
15. What is the review date for this Equality Analysis?	
Date of next review(s)	2017
What could trigger an early revision?	Change of strategic direction/policy
16. Senior manager sign off	
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.	
Name	Tim Cockerill
Signature	
Job Title	Forest District Manager – North Highland Forest District
Date	25 th Nov 2013