

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

Tay Forest District – Strategic Plan

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

To summarise the directions Tay Forest District is taking in its management for the period 2012-15. This seeks to support the NFE Strategic Plan 2012-2015 and build on Tay FD Strategic Plan 2009-13 which focussed on defining the tasks that Forestry Commission Scotland, as Estate managers would accomplish.

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

The revised Tay Forest District Strategic Plan itself will not have a new impact on people as its main function is to explain existing policy. The forests within Tay FD, on the other hand, are 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: Tay Forest District directly employs a staff of 39 people, including 2 apprentices and a sandwich student. Indirectly, through a variety of work, it employs a considerable number of contractors. In line with national guidance we utilise a full suite of processes and guidance 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.

Leisure users: Tay FD attracts approximately 720,000 visitors a year to its forests, many using designed recreation facilities, for example for mountain biking and wildlife viewing. (*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 over four-fifths of our visitors travel to the forest by car (86%), 9% walk to the forest while much smaller proportions use other types of transport. Less than 1% of all visitors to Tay 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 trying to acquire sites close to Scotland's towns and cities where we can create local countryside leisure opportunities accessible to more people on foot or by public transport and have had some success e.g. next to Alyth and Dundee.

**Neighbours and stakeholders:** We take stakeholder and neighbour consultation seriously in managing the forests in Tay 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. The biggest challenge in Tay District is to engage with ethnic minorities but it is hoped that this can be redressed over the coming years as we seek ways to engage proactively with them.

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

<b>New.</b>	<b>New</b>
<b>3 year review.</b>	
<b>Early review, explain why.</b>	
<b>Review due to end of the initiative.</b>	

**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, by December 2013 and seek to raise equality and diversity awareness amongst staff through regular updates and staff meetings as and when appropriate or issues arise.
- We are looking to form an equality and diversity panel , by Autumn 2014,to help guide us in our future forest management and project planning. This will follow along the lines of our environment panel and be made up of external stakeholders from across the range of protected characteristics.
- 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.

**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:

**Visitors to Tay forests and woodlands:**

- **FC Scotland All Forests Visitor Monitoring (AFS1); Survey of visitors to FCS forests 2004-2007**
  - Estimated 720,000 visits to Tay forests per year. From sample tested:
  - 50% male; 50% female
  - 15% between 35 and 44; 27% aged 45 or over; 26% aged over 60
  - 100% white;
  - 5% of visitors stated they or a party member had a disability or special need.
  - 49% were on a local day trip of less than 6 miles from home
  - 78% travelled to the forest by car; 18% walked; less than 1% used public transport

**Scottish population:**

**Gender: male** National average: 48% (*Census 2011*);

**Gender: female** National average: 52% (*Census 2011*);

Tay District Population (based on cumulative data for Angus, Dundee City, Fife and Perth and Kinross Local Authorities):

Gender: male 48.5%

Gender: female 51.5%

**Disability: Scotland** National average: 19.6% using the definition DDA disabled and also work-limiting disabled (*Annual Population Survey April 2010 – March 2011*)

Disability Tay: 19%

**Minority ethnic** National average: 4.0% (*Census 2011*);

Minority Ethnic: Tay District 2.8%

**Age:**

National:

Under 16 17%

16-24 12%

25-34 13%

35-44 14%

45-54 15%

55-64 13%

65+ 17%

**Tay Age range**

Under 16 17%

16-24	12%
25-34	12%
35-44	13%
45-54	15%
55-64	13%
65+	18%

**Religion** (*Census 2011*)

- Church of Scotland: 32%
- No religion 36.6%
- Roman catholic 15.8%
- Other Christian 5.5%
- Religion not stated 6.9%
- Islam 1.4%
- Other religion 1.4%
- Buddhism 0.1%
- Sikhism 0.1%
- Judaism 0.1%
- Hinduism 0.1%

**Tay Forest District Workforce** demographics as at 30 March 2012:

**Gender**

Female: 22.5%

Male: 77.5%

**Age Distribution**

16-24 7%

25-34 3%

35-44 32%

45-54 25%

55-64 30%

65+ 3%

**Disability**

We currently have no members of staff registered with a disability.

**Ethnicity**

100% of our staff are white.

The 2011 Staff Survey results for Tay did not identify any issues for particular groups in our workforce.

**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**

	<b>them.</b>
	<p>Data regarding visits to FCS forests has been extracted from one key source: All Forest Surveys (AFS) 1; sampling covered the period 2004-2007 which pre-dated the introduction of the Equality Act 2010.</p> <p>A 2<sup>nd</sup> 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> <p>Complaints and compliments data from 2010 to present has been used to identify specific matters that relate to one of the protected groups.</p>
<b>Age</b>	<b>Evidence relating to age of our Visitors, Workforce and Scottish and Tay district populations captured above</b>
<b>Disability</b>	<b>Evidence relating to overall numbers of our Visitors, Workforce and Scottish and Tay district population who consider they have a disability captured above. Only minor evidence on Tay forest visitors and stakeholders with a disability or impairment is currently available following recent visitor surveys on specific sites (Tentsmuir and Queen's View) However, these have not been included in the data above, but will be improved following results of AFS2.</b>
<b>Gender</b>	<b>Evidence relating to gender of our Visitors, Workforce and Scottish and Tay Forest District population captured above.</b>
<b>Gender Reassignment</b>	<b>No visitor data; No Scottish population data publicly available. Workforce: we are unaware of any staff in Tay who identify as transgender</b>
<b>Marriage and Civil Partnership</b>	<b>We offer places for people to either get married or have a civil partnership. Since 2010 we have hosted 8 marriages and no civil partnerships.</b>
<b>Pregnancy and Maternity</b>	<b>No visitor data; no population data; Workforce: Staff have utilised statutory maternity leave and flexible working policies in the district.</b>
<b>Race</b>	<b>Evidence relating to ethnic origin of our Visitors, Workforce and Scottish and Tay population captured above</b>
<b>Religion and Belief</b>	<b>Evidence captured relating to religion or belief of Scottish and Tay 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.</b>
<b>Sexual Orientation</b>	<b>No visitor data; no comprehensive official statistics on sexual orientation for population; Workforce: the Staff Survey 2011 showed that between 1 and 3 % of FC staff identify themselves as gay, lesbian or bisexual. No data was available for Tay District</b>

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

	<b>Positive Impact</b>	<b>Negative impact</b>	<b>High, Medium or Low</b>	<b>Comments</b>
<b>Age</b>	x		medium	<u>Leisure users</u> : Visitor surveys show that a quarter of our forest visitors are aged over 65. We need to consider this when

				<p>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 difficulties of each formal trail. We will also continue to seek feedback through the use of questionnaires.</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. In the district we have noticed that the average age of our attendees at stakeholder meetings is over 40. Young people tend not to attend such meetings unless they feel that there is something of interest for them in this e.g. There were a large number of 12-17 years olds who attended a public meeting in Glen Isla regarding the development of a mountain bike trails centre. We need to ensure that everyone, regardless of age, has a chance to have an input into our processes and need to consider this at future events.</p> <p>Workers? Needs to reflect aging workforce, low turnover, etc. Should also highlight what is being done by the district and if you have hosted graduates, apprentices, student placements, any skills programme work, etc. In Tay we have an ageing workforce as the majority of employees still see working for the Forestry Commission as a vocation and remain with us for a long time. We have recruited 2 new members of staff recently who will help reduce the age profile within the district , but there is a limit to what we can do if there is a slow turn over of staff. We offer both student and apprenticeship places each year and will continue to do so. We also try to accommodate work placements from schools, as we have done in the past, and will continue to try to accommodate this as and when we can.</p>
<b>Disability</b>	x		high	<p><u>Workers:</u> Whilst we currently have no staff members registering a disability, 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</p>

				<p>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>Neighbours &amp; stakeholders: You also need to reflect your observations about who takes part in consultations, i.e. is there a good representation from people with disabilities, how you offer different ways of participating, any work with schools to get views of disabled children, etc. Also reflect setting equalities panel</p>
<b>Gender</b>	x		medium	<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 the Scottish population.</p> <p>Neighbours &amp; stakeholders: You also need to reflect your observations about who takes part in consultations, i.e. is there a good representation from both genders, how you offer different ways of participating, etc. Also reflect setting up equalities panel.</p>
<b>Gender reassignment</b>	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 &amp; 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</p>

				review our plans if we receive any feedback that highlights issues.
<b>Marriage and Civil Partnership</b>	x		low	<p>Leisure users; 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>Worker: All staff policies that could be impacted by marriage and civil partnerships are dealt with centrally, at a national level.</p> <p>Neighbours &amp; 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>
<b>Pregnancy and Maternity</b>	x		low	<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>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 &amp; Stakeholders: 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>
<b>Race</b>	x		high	<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 surveys 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 case but future engagement with</p>



				<p>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> 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. Again reflect whether or not observations show if different ethnic groups participate in consultations</p> <p>We also aim to create and 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>
<b>Religion and Belief</b>	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>Workers; 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>
<b>Sexual Orientation</b>		x	low	<p>Leisure users: 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>Workers; 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](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.

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 people with disabilities, those with mobility issues, young children in pushchairs 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.

We have invested in the accessibility of our buildings and in our recreational toilet provision. We have, over the past 3 years refurbished all of our disabled toilets in the district, bringing them up to current standards. We have also made improvements to the accessibility of our main office buildings by widening doors and improving car parking.


**13. Does this initiative fulfil the General Equality Duty?**

	<b>Comment</b>
<b>Eliminate unlawful discrimination, harassment and victimisation.</b>	<p>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>
<b>Advance equality of opportunity.</b>	<p>Yes - 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>
<b>Foster good relations.</b>	<p>Yes - We take stakeholder and neighbour consultation seriously in managing the forests in Tay District. This is evidenced through our FSC sustainable forestry certification which requires an appropriate level of ongoing stakeholder engagement (see <a href="http://ukwas.org.uk/">http://ukwas.org.uk/</a>). 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 3% of the Tay District 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 input and comment on what we plan to do.</p>

**14. Describe the arrangements to measure and monitor the actual impact of this initiative on people from the protected characteristic groups.**

<p><b>How will you measure the effects of the initiative?</b></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 <a href="http://www.forestry.gov.uk/pdf/SFSprogressindicators2011.pdf/\$FILE/SFSprogressindicators2011.pdf">http://www.forestry.gov.uk/pdf/SFSprogressindicators2011.pdf/\$FILE/SFSprogressindicators2011.pdf</a></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><b>What type of information is needed for monitoring and how often will it be analysed?</b></p>	<p>We conducts a variety of surveys to obtain feedback from our “customers” including the FCS Annual Mystery Shopping Report. A 2<sup>nd</sup> All Forest Survey (AFS2) is currently in the 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><b>How will you engage stakeholders* in implementation, monitoring and review?</b></p>	<p>Our approach to consultation and engagement is laid out in Working with communities: our commitment (<a href="http://www.forestry.gov.uk/forestry/INFD-7Q4J6R">http://www.forestry.gov.uk/forestry/INFD-7Q4J6R</a>) and OGB 44 Equality and Diversity (<a href="http://alpacorn.forestry.gov.uk:7777/portal/page?_pageid=33,1404557&amp;_dad=portal&amp;_schema=PORTAL">http://alpacorn.forestry.gov.uk:7777/portal/page?_pageid=33,1404557&amp;_dad=portal&amp;_schema=PORTAL</a>)</p> <p>Equality messages and commitments are embedded through the Strategic Directions document.</p>
<p><b>Who will be responsible for the monitoring and review?</b></p>	<p>Responsibility ultimately rests with the Forest District Manager, but the Communities, Recreation, Tourism and Planning Managers will have a key role to play in monitoring and reviewing progress on local and national initiatives.</p>
<p><b>15. What is the review date for this Equality Analysis?</b></p>	
<p><b>Date of next review(s)</b></p>	<p>2016</p>
<p><b>What could trigger an early revision?</b></p>	<p>Change of strategic direction/policy</p>
<p><b>16. Senior manager sign off</b></p>	
<p><b>I agree with this Equality Analysis and its supporting evidence relating to this initiative and that it</b></p>	

demonstrates that it advances or will advance, the three aims of the General Equality Duty.

<b>Name</b>	Charlie Taylor
<b>Signature</b>	 <u>  </u>
<b>Job Title</b>	Forest District Manager
<b>Date</b>	9 <sup>th</sup> December 2013