

Fit for Our Future

Equality and Diversity Objectives

April 2012-March 2016

Forestry Commission's Legal Obligations

As a public sector organisation, the Forestry Commission (FC) is subject to the legal obligations placed upon it by the Equality Act 2010.

Under the Equality Act 2010 the Forestry Commission has two Specific Duties to fulfil to achieve the General Duty.

The first Specific Duty is to publish an annual report by 31 January that demonstrates compliance with the General Duty. This annual report includes statistical analysis of staff and job applicants, in order to measure and evaluate our progress. This Monitoring Report ([insert hyperlink](#)) also includes details of customer services provided to diverse communities.

The second of the specific duties is to publish Equality Objectives by 6 April 2012 and to review these every four years. The Objectives must be specific and measurable. These Objectives will enable the Forestry Commission to deliver the two high-level strategic objectives as outlined in its People Strategy ([insert hyperlink](#)) and Diversity Strategy ([insert hyperlink](#)). This document outlines the Objectives in detail, including why they were determined and how progress will be measured.

The Objectives have been selected to ensure that the Forestry Commission meets the three aims of the General Duty as outlined in the Equality Act. The three aims of the General Duty are:

- To eliminate discrimination, harassment and victimisation
- To advance equality of opportunity between people from different groups
- To foster good relations between people from different groups.

The General Duty applies to both FC staff and customers. The 'groups' referred to are those with protected characteristics as defined by the Equality Act 2010. There are nine in total – age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. With regard to marriage and civil partnership, only the first aim of the general duty applies.

Our Mission and Key Functions

The Forestry Commission's mission is to protect and expand Britain's forests and woodlands and increase their value to society and the environment.

Compliance with the General Duty will contribute to meeting the FC's high level objective of increasing the value of Britain's forests and woodlands to society, and specifically for those people with one or more of the nine protected characteristics.

The Forestry Commission was established to deliver very specific functions and responsibilities. Not all of those are relevant to the diversity agenda or can contribute to achieving the General Duty e.g. timber production or woodland species biodiversity and conservation. In addition, like all public sector organisations, the Forestry Commission has limited resources and must apply those to maximise the value of public funds.

Each part of the Forestry Commission has a corporate plan which outlines key work programmes and business objectives. We have assessed these functions with regard to their relevance to the General Duty. The detailed assessment can be found at [Appendix 1.](#)

Therefore, in order to achieve our Equality Objectives, and the aims of the General Duty, we will focus on those areas of our business where we can really make a difference.

In summary, we have developed specific and measureable objectives with regard to our staff and our services directly for customers relating to their recreation, health and education. There is little about our work with regard to timber harvesting and marketing, species biodiversity and conservation, tree health research and protection, renewable energy development, climate change, forestry standards, ecosystems, etc that can contribute to achieving the General Duty because although people benefit from this work, the benefit is not derived directly in the way that our customer services are.

FC Approach to the Diversity Agenda

It is worth highlighting that, by their very nature, the opportunities for recreation within Forestry Commission woodlands are already open and available to all communities. It is estimated that there are over 50 million visitors every year to our woodlands. Because access is generally free and open to everyone, our visitors do not always come into contact with FC staff through formally organised activities and/or our visitor centres, but are the regular visitors who visit the woodland to walk their dogs, exercise or enjoy the countryside/nature experience entirely independently.

As part of our on-going commitment to customer service we undertake a range of surveys. Some of these are conducted on a regular basis to compare and test customer satisfaction and explore needs. These range from public opinion surveys, site questionnaires, focus groups, feedback forms, etc. Where appropriate the surveys are analysed by the Forestry Commission Economics and Statistics team who are responsible for compiling reports based on their analysis. This team provides reports to the Management Boards within England, Scotland and Wales. The Diversity Team liaise with this team to use the data, explore where gaps exist within the data and advise how the gaps can be filled.

During 2011 we 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 and Wales 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.

It is important to identify and prioritise those communities of people, with protected characteristics, where we can and need to make the biggest impact. For example, it is clear from analysis of our public opinion surveys that the number of men and women who visit the Public Forest Estate is equal. 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.

In order to meet the General Duty, and as required under the Equality Act, we have developed more detailed specific and measurable objectives based on research and analysis of both our staff and customers.

Meeting Diversity Objectives and Coping with Reduced Budgets

Many of the objectives dependent on recruiting staff into the Forestry Commission will not be able to be taken forward until the Government's recruitment freeze has been lifted and until we have completed the exercise to reduce headcount to meet the requirements of the 2010 Spending Review settlements. In the meantime, external recruitment has been greatly reduced.

In addition, there is also a Government freeze on expenditure to publicise and promote Government services. Until this is lifted, many of the objectives to promote the range of services that we can offer to communities of those with protected characteristics, and therefore the opportunity to increase participation, will be limited.

Strategic Diversity Objectives

As a Public Sector organisation, the Forestry Commission has been developing an evolving diversity agenda for some years now. We have adapted and widened our approach to meet the changing legal obligations. However, we have also been making continuous adjustments in response to feedback from our customers, annual monitoring of our staff and engagement with diverse communities, particularly when developing our previous equality schemes.

As set out in the People Strategy, the Forestry Commission has identified two main objectives in order to achieve the General Duty:

- To continue to improve the diversity of the FC workforce; and
- To continue to engage with diverse communities in relation to the provision of FC services to the public.

The Diversity Strategy outlines five key goals to support the delivery of these strategic objectives:

- We build on our successes and continue to work towards making our services and facilities available to all.

- We continue to ensure our departmental policies, organisational objectives and operational practice enable everyone to access our services and facilities.
- We continue to engage with communities to ensure our services and facilities are fit for purpose and tailored to meet their requirements.
- We continue to respect, support and value all our staff, treating them in accordance with our Values.
- We recruit and employ people in order to make our workforce more representative of the GB population.

Specific and Measureable Objectives

We have classified the Objectives outlined below by each of the nine protected characteristics, and then by staff and customer focussed objectives.

The FC recognises that diversity of its staff group is intrinsically linked to the provision of valued services to diverse communities and vice versa. Diverse staff can provide insight into ways of working with diverse communities, suggesting appropriate customer services and as role models can encourage a wider pool of potential applicants to apply to work for the FC if they can see that the organisation is positive about equality and diversity.

There are also over-arching objectives to provide focus and commitment to our diversity agenda. These were developed in response to feedback we received from both ethnic and disabled customers during focus groups organised when completing social marketing and developing our previous equality schemes. The focus groups advised that they had a lack of information about the FC as an organisation, what it does and the services it provides. This, coupled with the changing legislative requirements under the Equality Act for our staff, led to the following over-arching objectives:

- We will develop a new Diversity Communications Strategy, which will include improving the information available to customers and staff by December 2012.
- We will review and re-launch our suite of diversity training for staff at all levels within the organisation, by December 2012.

Age

Staff Objectives

The results of the 2011 Staff Survey indicated very few differences with regard to working for the FC between the different age groups except that younger people were generally more positive about the organisation. However, the Staff Survey did indicate that staff over the age of 55 are less likely to have an Individual Learning Plan. Therefore, we will engage with the Learning and Development Team to ensure that managers are trained to ensure that all staff, regardless of their age, should be developed appropriately.

Customer Objectives

The Forestry Commission provides a wide range of customer experiences which are open and available to people of all ages (for instance, visiting our woodlands is a popular family leisure activity). We also provide a range of customer services that are targeted at either older or younger visitors (e.g. the 'Bridging the Gap' initiative at Coed Y Cymoedd which brings together people aged over 50 with parties of school children). Many of our woodland trails are already accessible, therefore suitable for those with disabilities, older people, children, families with prams/pushchairs, etc.

From our surveys, we know that a wide range of people of all ages visit our forests and woodlands. We haven't had any customer feedback to suggest that we need to do anything differently for specific age groups but we are aware that we need to continue to provide a range of activities to suit customers of all ages.

Disability

Staff Objectives

As a result of our annual monitoring of staff and results of the Staff Survey, we know that both the levels of job applications we receive from people with disabilities and of self-declaration of disability are low within the FC.

Based on the experiences of HR Case Managers who are involved in supporting managers and staff, with a varied range of disabilities, in making reasonable adjustments and the results of our Staff Survey 2011, there is good reason to believe that a higher proportion of staff consider themselves disabled (between 3 and 9%) than those who are declaring. Therefore, we will develop guidance and tools during 2012 to make this process easier and will publicise these to staff.

Once this guidance is in place, we will investigate during 2014 the “two ticks” standard to explore the relevance and appropriateness of this standard for the FC. The FC already offers a guaranteed interview for those disabled applicants who meet the minimum criteria for the job. This means that more disabled applicants are interviewed, but only 4% of our applicants advise us they have a disability. Given the GB demographic that it is estimated by the Disability Rights Commission, that 19% of the working age population are disabled, this statistic indicates that we need to increase the number of disabled applicants and the “two ticks” standard may help us achieve that goal.

When the recruitment freeze is lifted we will continue to promote the FC as an employer to disabled communities in response to the research feedback we have had. This includes advertising in the disabled lifestyle press and profiling existing employees with disabilities in these magazines.

We will engage further with Capability Scotland during 2012 to improve our liaison with disabled communities and seek their views on our policies, etc.

Customer Objectives

We have developed the following customer focussed objectives as a result of direct customer feedback, the results of our Public Opinion Surveys and the views expressed through forums of people with varying disabilities who reviewed and commented on our previous Disability Equality Scheme:

- We will create local office databases of local disability organisations to develop an identifiable FC profile, offer services and share information about our facilities and services.
- We will explore with our partners the possibility of providing access to concerts, etc at reduced rates for people with disabilities and their carers in response to customer queries and complaints about this.
- We will continue to provide educational support to children with additional needs and/or disabilities where resources allow.
- We will raise awareness of local accessible trails, etc through advertising and promotion through local networks and our Internet site.
- We will audit by 2016, and then continually monitor all built facilities including visitor centres, toilets and parking facilities to ensure these are accessible and meet the needs of all users.

- We will improve information available about accessible facilities by 2016.
- We will investigate the possibility of providing free car parking for disabled people by 2015.
- We will explore opportunities to support marketing with partners e.g. RADAR accessibility holiday guide.
- We will develop a database of volunteers/staff who can conduct guided tours of forests suitable for different groups. This is in response to requests raised at the feedback forums that some of those with disabilities would find this useful and would relieve any anxieties about visiting forests.
- We will explore with local councils and local charities the possibility of organised trips to the forest.
- We will liaise with local public transport providers to improve transport links where possible and appropriate. We have done this at one of our sites but the costs may prove prohibitive.
- We will continue to work with disabled mountain bike users to develop accessible trails where appropriate. This work will be on-going, as and when new trails are proposed over the next four years. The local recreation teams will take this forward building on the working relationships already built up with relevant groups.

Gender Reassignment

Staff Objectives

None proposed at this time, other than continued monitoring of staff.

We do not monitor the gender identity of our job applicants as we have received advice and guidance from central Government and a:gender not to do so at application stage.

During the 2009 Staff Survey, the FC asked its employees if they considered themselves to be living and working in a gender other than the one assigned to them at birth. A total of 11 people identified themselves as transgender which is proportionally high compared to the GB average. The results of the Staff Survey demonstrated that those who identified themselves as transgender were as content with the FC and their employment within it, as all other staff. However, given the relatively high number

identified, we prepared guidance for managers on gender identity and gender re-assignment. This guidance was externally reviewed and commended by a:gender and Stonewall. It was published on our Intranet during June 2011 and FC staff were notified of this by the all-staff weekly electronic newsletter.

The 2011 Staff Survey showed that 13 staff identified themselves as transgender. Once again, there were no particular issues highlighted and those who identified themselves as transgender were as content with the FC and their employment within it as all other staff who responded to the survey.

No staff grievances have ever been raised about transgender issues.

Therefore, no specific and measurable objectives have been identified as necessary at this time.

Customer Objectives

The services that we offer are not gender specific and do not raise gender specific or gender identity issues in the same way that larger public service organisations do (e.g. Health or Education).

With regard to our customer services, we have not been contacted through our centralised systems, or received any complaints, from members of the public who identified themselves as transgender or those who raised transgender issues generally.

In addition, we have engaged with a:gender and Stonewall several times (e.g. to quality assure guidance and for views on our previous Gender Equality Scheme) and these organisations have not raised any issues with us about our customer services with regard to meeting the needs of the transgendered community.

Therefore, we propose no specific objectives at this time other than continued monitoring.

Marriage and Civil Partnership

Staff Objectives

None proposed at this time as all our HR policies that apply to members of staff getting married also apply equally to staff entering into a civil partnership. Our HR policies and procedures are written to reflect this.

No staff grievances have been raised about this subject or issues raised via the 2009 or 2011 Staff Surveys.

Customer Objectives

None proposed at this time, other than to continue to ensure that our local offices with suitable facilities which are licensed to provide civil weddings also offer services, including wedding fairs and promotions, equally to those who are entering into a civil partnership. For example, the team at Westonbirt Arboretum offer a location for Civil Weddings, Renewals of Vows and Civil Partnerships. These services are also available at FC facilities at Garnwnant, Lochaber and Sherwood.

Pregnancy and Maternity

Staff Objectives

None proposed at this time as all of our HR policies comply with employment law as a minimum. The FC offers contractual adoption and maternity pay which betters the statutory provision. We offer 26 weeks full pay and 13 weeks statutory pay (plus 13 weeks unpaid) rather than 39 weeks statutory pay (plus 13 weeks unpaid).

The FC also offers a wide range of flexible working options that support parents. Our annual monitoring exercise demonstrated that 84% of women return to the FC to work after maternity leave, compared to the GB average of 69% as calculated by the HSE.

No staff grievances have been raised about this subject or issues raised via the Staff Survey, etc.

We will continue to ensure that our HR policies remain up-to-date with changing employment law and central Government guidance. Our HR Policy team constantly monitor this.

Customer Objectives

None specifically proposed at this time. However, many of our local initiatives to provide accessible facilities can benefit pregnant women and those with young children in prams and push chairs, etc. In addition, some of our local offices offer specific services such as “Buggy Fit” (Alice Holt and Sherwood), Woodlands for toddlers (FC Wales), Yoga for pregnant women and young mums (Aberfoyle), New skills learning for young parents (South West England) and many more across the country which we will continue to promulgate through the best practice section of our website so that more local teams with suitable facilities can consider offering similar initiatives.

Race

Staff Objectives

We know from our annual monitoring exercises that we have a very low number of ethnic minority staff and very few applications for externally advertised recruitments from these communities.

Therefore, when recruiting externally to normal levels again, we will identify two or three locations to specifically target BAME groups with publicity about employment (and recreation) opportunities. Our HR Business Partners will drive this work after analysis of demographics and likely FC vacancies, using appropriate communications methods as established in a previous social marketing study that we carried out. Progress will be measured by annual analysis of job applicants which will be published in the annual monitoring report and by analysing customer feedback to check if the number of BAME respondents to the Public Opinion of Forestry Surveys increases.

Customer Objectives

We know from analysis of our customers that BAME communities are less likely to visit our woodlands and use our services. When completing a social marketing exercise in the Bristol area, we were given feedback from BAME forums that this was because they did not know enough about the Forestry Commission and what it was possible to do on our land. We were advised by the forums that the best way to promote our services was through local newspapers and radio stations. To that end, the Diversity Team will engage with the Communications Team in February 2012 to develop a communications strategy in order to promote our services to these communities. We will continue to monitor visitor numbers through analysing the results from public opinion surveys.

The Gypsy and Traveller communities have long maintained cultural links to forests and woodlands. In order to support our staff in managing interactions with these

communities, we will prepare and publish guidance by December 2012. We will have this guidance externally assessed by appropriate representative groups.

Religion and Belief

Staff Objectives

No specific objectives have been developed at this time as a result of the fact that we have not had any staff grievances related to religion or belief to date and the staff survey results carried out in 2009 and at the end of 2011 demonstrate that staff are equally as content with employment within the FC whether atheist, Christian, no religion or other religion with regard to the vast majority of those areas tested. There were minor differences in answer to a few questions and we will explore this with our internal Staff Diversity Forum and continue to monitor the situation.

We published guidance for managers and staff on religion and belief issues and will continue to update this as necessary. We have also provided factsheets on specific religions on our internal website and will add to this in 2012-13.

Customer Objectives

Due to the type of recreation activities that the FC offers, we have very few requests for adapted services and facilities that relate to religion and belief. As such, we have not developed any specific objectives at this time. However, our local offices do respond positively to requests for events e.g. we have hosted Diwali festivals and events to bring different religious faiths together in woodlands such as the Mosaic project in the New Forest, Faiths Project in Sherwood and Working With A Difference in Glasgow. We will continue to share this best practice to encourage other local teams to develop initiatives.

There were no centrally received customer enquiries or complaints related to religion and belief during 2009-10 and 2010-11.

Sex

Staff Objectives

We know from our annual monitoring that our staff gender split is one third female, two thirds male. We also know that this percentage split is reflected in the number of applications we receive for externally advertised vacancies. There are a number of reasons for this including the traditional perception of forestry as a career for men. To that end, we have determined a number of objectives to achieve a more appropriate gender workforce balance. However, it must be noted that due to Government spending

reductions, the Forestry Commission is downsizing by 25% and external recruitment will be limited until we have reached our target headcount.

- We will review and consider launching another Graduate Recruitment Programme at the appropriate time. The first graduate recruits joined the FC in summer of 2007 and five of the nine graduates employed since the Programme began have been female.
- We will review and consider launching another Leadership Development Programme at the appropriate time. The Programme run in 2010 resulted in four successful candidates, three of which are female.
- We will consider introducing mentoring and coaching of women by women in higher pay bands with the aim of increasing the number of women in the middle management group by 5% by March 2016. Progress will be measured via the annual diversity monitoring of staff and published in the Monitoring Report each January.
- When recruitment restrictions are lifted, and for roles presently stereotyped as male roles, we will continue to develop the FC profile as an employer to challenge traditional gender roles/perspectives. We will continue to promote women in various roles in the organisation and continue to promote careers within the FC generally, but investigate how to specifically target women. We will do this specifically through re-commencing events to highlight and promote the range of career opportunities that the Forestry Commission can offer. We have already worked in partnership with Napier University to deliver a “Women in Forestry” event in 2010. The target audience for this event were young women entering into their careers, women returners, women looking for local work or indeed a change in career.

Customer Objectives

Analysis of our customers through public opinion surveys has indicated that the numbers of male and female visitors to FC forests and woodlands is almost equal (67% of male and 68% of female respondents said that they visited forests and woodlands for recreation). Therefore, we have not developed any specific customer objectives with regard to gender as we do not consider it a priority and would rather focus on those communities where we most need to make a difference.

Local offices can and will continue to offer gender specific initiatives but only where and when local managers decide it is appropriate to do so e.g. local visitor survey evidence showed that in certain locations a higher proportion of men than women were engaged

in mountain biking, therefore female only mountain biking events have been organised to encourage more women to participate in this male-dominated sport.

Sexual Orientation

Staff Objectives

We have not developed any specific objectives as the Staff Survey completed in October 2011 did not indicate any significant issues with regard to LGB staff.

However, we will continue to participate in the Stonewall Good Practice Programme commenced in 2011. Part of this Programme includes advertising our employment vacancies on Stonewall's website. We will continue to do so, and will monitor the impact on the number of LGB applicants for FC jobs, and subsequently the number of LGB staff within the organisation.

We also published in 2009 guidance for staff and managers on sexual orientation issues, which was endorsed by Stonewall.

Customer Objectives

We have not received any customer complaints with regard to sexual orientation issues. Discussions with Stonewall have also indicated that there do not seem to be any particular issues with regard to customer access and participation linked to sexual orientation. As such, we have not developed any objectives specifically targeted at increasing customer services for the LGB communities at this time.

However, it is difficult to know and understand the needs of the LGB community with regard to the services offered by the FC. To that end, we will commission research during 2012 in the form of a short attitude questionnaire, via Stonewall and their contacts, to canvas the views of the LGB community and explore if there is anything that we could be doing differently.

Meanwhile, we continue to remain open to approaches from groups to organise specific events e.g. a hiking event in Sherwood for a lesbian walking group. Where appropriate and where resources allow we will also attend gay pride events (e.g. central Scotland in 2011) to promote customer services and career opportunities. We will also continue to liaise closely with Stonewall and participate in the Stonewall Good Practice Programme.

A summary of our specific objectives can be found at [Appendix 2](#).

Appendix 1

Forestry Commission Objectives – When is Equality Analysis Required?

The following tables examine the main work programmes and key objectives of each part of the Forestry Commission as outlined in the Corporate Plans, and identifies those which can contribute to the Forestry Commission achieving its legally required General Duty as set out in the Equality Act 2010.

Our General Duty, which applies to staff and customers, is to:

- Eliminate discriminations, harassment and victimisation;
- Advance equality of opportunity between people from different groups;
- Foster good relations between people from different groups.

Each of the work programmes or objectives has been classified in one of four ways as follows:

- None – will not contribute to the FC achieving the General Duty. Therefore, no equality considerations or formal equality analysis required.
- Low – unlikely to contribute to the FC achieving the General Duty except in exceptional circumstances or with regard to a minor aspect. Therefore, equality consideration necessary but unlikely to require in depth equality analysis.
- Medium – likely to contribute to the FC achieving the General Duty. Equality consideration and equality analysis likely to be required.
- High – will definitely contribute to the FC achieving the General Duty. Equality analysis definitely required.

However, regardless of the indications of likely relevance outlined below, equality considerations and analysis must always be carried out if a policy, project, service or function has a significant impact on Forestry Commission staff or customers.

In addition, all communications including reports, software, databases, etc must be accessible for those people with disabilities.

Forestry Commission Great Britain Corporate Plan 2011-15			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Points to consider
Forest Biosecurity	Improve horizon scanning to identify new threats and introduce controls to prevent accidental introduction	None	
	Work with partners to deliver a cross-border tree health strategy and forest biosecurity action plan	Low	Depends on the potential impact on people and communities
Climate Change	Launch the Woodland Carbon Code	None	
	Continue research and analysis of forestry's role in helping to tackle climate change	None	
	Examine new funding mechanisms for woodland creation	Low	Depends on the potential impact on people and communities
Forestry Standards	Launch a revised and updated version of the UK Forestry Standard (UKFS) and Guidelines	High	Forests and People Guidelines will have a high relevance to the Diversity Agenda and will require Equality Analysis
	Review country-level approaches to the implementation of the UK Forestry Standard in the light of the revision	High	Implementation of the Forests and People Guidelines will have a high relevance to the Diversity Agenda and will require Equality Analysis
	Ensure that the	None	

Forestry Commission Great Britain Corporate Plan 2011-15			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Points to consider
	implementation of the proposed EU Due Diligence regulation is aligned with the UK Forestry Standard		
	Ensure criteria for sustainable biomass are aligned with the UK Forestry Standard	None	
	By the end of 2013, develop an independent measure of the implementation of the UK Forestry Standard and Guidelines	Low	Implementation of the Forests and People Guidelines will have a high relevance to the Diversity Agenda and will require Equality Analysis
Evidence	Direct and manage research programmes relevant to the forestry sector, and disseminate results	Medium	The social research programme is directly relevant and will require Equality Analysis. Dissemination of results must be accessible, as appropriate
	Develop close partnership working with other Government Departments and external organisations to leverage our research spend	None	
	Provide timely and accurate official statistics (including	None	Statistical information must be accessible

Forestry Commission Great Britain Corporate Plan 2011-15			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Points to consider
	National Statistics) on the forestry sector, such as forest area, timber volume, biomass and carbon stored, to inform trade and industry, Government and general public		
	Publish maps and analysis from the National Forest inventory	None	Information must be accessible
Restructuring Our Business	Work with Forestry Commission England and Defra to provide a more integrated and streamlined approach to our GB and England functions	High	Impact on staff, including reductions, must be considered, including the subsequent effects on services directly to the public. Equality Analysis will be required.
	Develop proposals to re-structure our evidence function, securing the best science from a range of providers and maintaining a core in-house analytical resource	Medium	Impact on staff, including reductions, must be considered, including the subsequent effects on social research. Equality Analysis will be required.
	Reduce staff numbers and examine and implement other cost-saving measures	High	Impact on staff, including reductions, must be considered, including the subsequent effects on services directly to the public. Equality

Forestry Commission Great Britain Corporate Plan 2011-15			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Points to consider
			Analysis will be required.
	Continue to roll out our Environmental Management System to ensure that we maintain accreditation to ISO 14001:2004	None	

Forestry Commission England Corporate Plan 2011-15			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
Protection	Support and promote the UK Woodland Assurance Scheme and retain certification of the public forest estate	Medium	Make sure consultation and engagement with the public is carried out depending on the potential impact on people and communities
	Implement the Forestry Commission Biosecurity Strategy	Low	Depends on the potential impact on people and communities
	Begin to implement the Public Forest Estate Climate Change Action Plan	Low	Depends on the potential impact on people and communities
	Continue to work with Forest Research, Fera and other partners to ensure the early surveillance and effective control of the impact of P.ramorum	Low	Depends on the potential impact on people and communities

Forestry Commission England Corporate Plan 2011-15			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
Improvement	Continue the restoration of planted ancient woodland sites	Low	Depends on the potential impact on people and communities
	Work with a range of partners to highlight the role of trees and woodlands in providing a variety of ecosystem services	Low	Depends on the potential impact on people and communities
	Launch a new Woodfuel Woodland Improvement Grant aimed at bringing undermanaged woodland back into management by supporting access infrastructure and other work necessary for the harvesting and sale of timber	Low	Depends on the potential impact on people and communities
Expansion	Support woodland creation by providing grants and advice to woodland owners	Medium	Depends on the potential impact on people and communities
	Woodland Carbon Task Force: putting in place the conditions for a step change in woodland creation and management using private finance	Low	Depends on the potential impact on people and communities
	Work with the Environment Agency to provide local decision makers with	Medium	Depends on the potential impact on people and communities

Forestry Commission England Corporate Plan 2011-15			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
	information on where woodland can help manage flood risk and improve water quality		
Empowerment and Engagement	Implement an action plan arising from a positive National Audit Office report of Forestry Commission interaction with Civil Society	High	
	Support the delivery of The Big Tree Plant as part of the Defra led partnership, including giving first grants to community groups as part of a £4.2m, four-year Big Tree Plant funding scheme	Low	This is low as Defra own this and are responsible for the Equality Analysis
Economic Activity	Support the industry-led Forestry Regulation Task Force	Low	Unlikely to impact services to the public
	Skills Action Plan – working with key partners from across the sector to increase skill levels in and numbers of new entrants to forestry	High	
	Publish the Woodfuel Implementation Plan	None	
	Develop new models for involving businesses in the public forest estate	High	High impact if delivering services to customers. Also staffing considerations

Forestry Commission England Corporate Plan 2011-15			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
The Public Forest Estate	Explore opportunities for further engagement of communities in the management of woodlands	High	
	Maintain and improve the conditions of Sites of Special Scientific Interest	Low	
Restructuring Our Business	Support the Independent Panel looking at forest policy, the future roles of the Forestry Commission and the Public Forest Estate	Low/High	Supporting the Panel will have low impact on equality and diversity. However, implementing the recommendations will have a high impact
	Plan the reduction in the number of operational units to focus resources on frontline delivery	High	Impact on staff, including reductions, must be considered, including the subsequent effects on services directly to the public. Equality Analysis will be required.
	Restructure our current Policy & Programmes, Grant & Regulations and Regions teams to form a national Forest Services team	High	Impact on staff, including reductions, must be considered, including the subsequent effects on services directly to the public. Equality Analysis will be required.
	Reduce staff numbers	High	Impact on staff, including reductions,

Forestry Commission England Corporate Plan 2011-15			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
			must be considered, including the subsequent effects on services directly to the public. Equality Analysis will be required.
	Promote closer working with the Environment Agency, Natural England and other Defra partners	None	
	Continue to build new relationships with partners to support delivery and to encourage voluntary groups and individuals to take responsibility for delivery of public benefits	High	
	Continue to improve public benefits and focus on those woodlands which have most public use	High	
	Examine other cost saving measures, including targeting of wildlife and habitat management to areas of highest priority and further commercialisation of tourism and leisure	High	

Forestry Commission Scotland Corporate Plan 2011-12			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
Efficiency and Effectiveness	Demonstrate business sustainability by reducing carbon emissions by 3%	Low	Consider the impact of travel restrictions on staff with disabilities
	Achieve certification under ISO14001 for environmental management activities	None	
	Publish annual report and accounts within 4 months of the year end	None	Make sure the document is accessible
	Carry out actions agreed with staff following the staff survey	High	
	Maintain Investors in People status	High	IIP should Equality Analyse the standard itself but implementation and accreditation is FC Scotland responsibility
	Extend the Management Development Programme to all staff	Medium	
	Further embed diversity and equality principles in all activities	High	
	Meet citizens charter timescales for all grant scheme	Medium	Make sure communications are accessible

Forestry Commission Scotland Corporate Plan 2011-12			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
	applications		
	Implement an approved Gaelic Language Plan	Medium	This action supports the diversity agenda in and of itself
Industry Development	Deliver a Softwood Production Forecast	None	
	Publish interim guidance on 'Future Forests in a changing climate'	Low	This is not about people specifically or directly but how forests can alleviate the impact of climate change. However, it depends on the potential impact on people and communities
	Raise awareness of tree health issues within the forestry sector and embed appropriate biosecurity measures	Low	Depends on the potential impact on people and communities
	Provide new timber resources through a Timber Development Programme	None	
	Manage and deliver the Strategic Timber Transport Fund	Low	Depends on how local communities are impacted and the methods used to reduce this impact
	Promote the marketing of premium softwood and hardwood from Forestry Commission Scotland's forests	None	Make sure marketing materials are accessible (follow Forestry Commission GB guidelines on this)
	Offer 3.2 million m3	None	

Forestry Commission Scotland Corporate Plan 2011-12			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
	of timber for sale		
	Publish a new production forecast for FC Scotland land and forests	None	
	Build/upgrade 120km of in forest timber haulage routes	None	
	Restock over 3800 ha of productive woodland	None	
	Work on collaborative deer management	None	
Renewable energy – wind, hydro and biomass	Support the Scottish Government's review of incentives for biomass	None	
	Ensure awareness of opportunities for woodfuel through Renewable Heat Initiative	None	Provided marketing materials are accessible
	Publish Wood Fuel Demand and Usage Report	None	Ensure report is accessible
	Develop Scotland's Energy Forestry Trials	None	
	Market new opportunities for woodfuel recovery from harvesting sites	None	Provided marketing materials are accessible
	Identify further sites for the installation of wind and hydro schemes	Medium	Depends on sites and their potential impact on people and communities
	Reduce Carbon Dioxide emissions	None	

Forestry Commission Scotland Corporate Plan 2011-12			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
	and install woodfuel boilers in Forest Enterprise Scotland buildings		
Woodland Expansion	Provide grant aid for landowners to create new woodlands to meet UK Forestry Standard	High	Affects people and communities, involves public consultation
	Minimise woodland removal	Medium	Woodland removal affects people and communities
	Support local authorities in preparing new woodland strategies	High	Woodland creation to benefit communities
	Promote forestry to farmers and landowners to utilise under-managed land to create productive woodlands	Medium	Depends on potential woodland purpose (i.e. if solely for timber production, then unlikely to have a diversity impact) and location
	Implement a re-positioning programme to acquire and plant new woodlands delivering greater public benefits	High	Woodland creation for public benefit
	Develop short-term leasing scheme for woodland creation	High	Woodland creation for public benefit
	Create at least 1000ha of new woodland	High	Woodland creation for public benefit
	Use cattle to encourage native	None	

Forestry Commission Scotland Corporate Plan 2011-12			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
	woodland expansion		
Natural and Cultural Heritage	Embed understanding of UK Forestry Standard guidelines on water and soils	None	
	Become a Responsible Authority under the Flood Risk Management Act	None	
	Complete survey of Native Woodland in Scotland and publish reports	None	Make sure reports are accessible
	Refresh programmes and provide advice for key priority species	None	
	Publish guidance on control of invasive non-native species	None	Make sure guidance is accessible
	Publish and promote guidance on achieving biodiversity in plantation forests	None	Make sure guidance is accessible
	Develop grant-aid to woodland owners to enhance natural and cultural heritage	Low	Depends on the potential impact on people and communities
	Develop Forest District Historic Environment Plans	Low	Depends on the potential impact on people and communities
	Prepare and implement a rhododendron eradication plan	None	
	Use a new GIS tool to plan changes to	None	As long as tool is accessible

Forestry Commission Scotland Corporate Plan 2011-12			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
	woodland types		
	Prioritise restoration work on plantations on ancient woodland sites	None	
	Maintain over 95% of designated sites in favourable or recovering condition	None	
Education and Skills	Increase partnership working between the environmental and education sectors	Medium	Depends on the aims of the partnerships created. Also depends on who is the lead partner – if another public sector org then they are responsible for Equality Analysis
	Work with partners to mainstream the use of woodlands by schools	High	Must consider the diversity aspects of this agenda to provide education to diverse communities and children with protected characteristics e.g. disabilities or religious groups Depends on who is the lead partner – if another public sector org then they are responsible for Equality Analysis
	Work with partners to develop Outdoor Learning for adults	High	Must consider the diversity aspects of this agenda. Depends on who is

Forestry Commission Scotland Corporate Plan 2011-12			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
			the lead partner – if another public sector org then they are responsible for Equality Analysis
	Produce resources for use by forestry industry at career events	High	Must consider accessibility and potential to attract applicants from diverse communities
	Promote volunteering opportunities	High	Must be promoted to diverse communities
	Provide places for 30 Modern Apprenticeships	High	Places must be promoted to encourage diverse applicants
Urban Forestry	Launch the third phase of the Woodlands In and Around Towns programme	High	There is potential to reach diverse communities and provide benefits to them
	Host European Forum on Urban Forestry	Medium	Promote positive impact for diverse communities. Make sure conference is accessible
	Develop and deliver a network of key Woodlands In and Around Towns sites	High	There is potential to reach diverse communities and provide benefits to them
	Support the Central Scotland Forest Trust and Central Scotland Green Network	High	There is potential to reach diverse communities and provide benefits to them
	Continue to provide advice and support to	High	There is potential to reach diverse

Forestry Commission Scotland Corporate Plan 2011-12			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
	planning authorities to integrate forestry and woodland issues into development plans		communities and provide benefits to them
	Develop community woodland projects on the Clyde Gateway area	High	There is potential to reach diverse communities and provide benefits to them
	Appoint additional woodland wardens and community rangers for the Central Belt	High	Attract applicants from diverse communities and ensure those appointed understand diversity issues and have appropriate diversity targets
	Open 10km of new trails and paths near urban areas	High	There is potential to reach diverse communities and provide benefits to them. Trails must be accessible.
Community Engagement	Support opportunities for communities to get involved in forestry	High	There is potential to reach diverse communities and provide benefits to them
	Provide grant aid for community participation in woodland	High	There is potential to reach diverse communities and provide benefits to them
	Promote the revised toolbox for public involvement in forest and woodland	High	Ensure toolbox covers diversity agenda appropriately

Forestry Commission Scotland Corporate Plan 2011-12			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
	planning		
	Commence a programme of actions to meet the commitments of the Gaelic Language Plan	Low	
	Makes sites available for the development of affordable housing	Medium	Potential to provide housing for diverse communities, depending on site locations
	Implement and extend the Central Scotland Engagement Strategy	High	Will improve outreach to diverse communities
Access, Recreation, Tourism and Health	Develop pilot sites to progress the Greening the NHS initiative	High	Improving facilities and health care for a range of disabilities
	Extend the Branching Out service	High	Offers services for those with mental health disabilities
	Publish and launch the NHS green space guidance	High	Potential to improve facilities and health care for people with a range of disabilities
	Develop a database of woodland trails accessible for people with a range of disabilities	High	Improves services and facilities for people with disabilities. Database must be accessible.
	Establish new Glentress Peel Visitor Centre	High	Potential to improve services for people with protected characteristics
	Finalise development plans for the David Marshall Lodge	High	Potential to improve services for people with protected

Forestry Commission Scotland Corporate Plan 2011-12			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
	Visitor Centre		characteristics
	Support establishment of 7stanes Community Interest Company and identify tourism business opportunities	High	Potential to improve services for people with protected characteristics

Forest Research Corporate Plan 2011-15			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
Ecosystem Resilience and Climate Change	Continue collaborative research into the incidence, biology, epidemiology and management strategies for important forest pests and diseases	None	
	Produce a refreshed Disease Diagnostics Advisory Service and launch a new tree health surveillance system	Low	Ensure system is accessible
	Incorporate the findings of pathology research into other collaborative areas of activity	None	
	Make a significant contribution to an international conference on the importance of trees in	Low	Ensure communications and conference is accessible

Forest Research Corporate Plan 2011-15			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
	the built environment		
	Produce up to date research and information to underpin the UK Forestry Standard	Low/High	Except research related to social forestry which has a high impact on diversity issues
Sustainable Forest Management and Society	Focus social science and economics research into well-being, governance behaviour change and valuation of goods and services	High	
	Develop the science and software to provide the growth and yield models which underpin the National Forest Inventory, Production Forecast, and contribute to Defra's reporting, arising from the Kyoto Protocol, on greenhouse gas emissions as they relate to land use, land use change and forestry	Low	Ensure software is accessible
	Development research in tree breeding, resource quality and disease resistance	None	
	Provide forest management information on tree species selection and	None	

Forest Research Corporate Plan 2011-15			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
	silviculture		
Knowledge Exchange	Develop an agreed timetable and action plan regarding the transformation of the Library to an internet based resource centre that houses Forestry Commission publications, reports and general literature	Low	Ensure accessibility
	Publish at least three Forest Research Monographs and maintain its publication of peer-review papers in high impact science journals	Low	Ensure accessibility
Restructuring Our Business	Deliver the agreed annual business plan and Spending Review 2010 (SR10) objectives including securing a total of £3.3 million of other external income in 2011/12	Low	
	Reduce staff numbers and implement other cost saving measures	High	Impact on staff, including reductions, must be considered, including the subsequent effects on social forestry research
	Host a Visiting Group, comprising scientists	Low	

Forest Research Corporate Plan 2011-15

Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
	of international repute, to independently assess our research programmes, to make recommendations on future research priorities and to improve science quality and knowledge exchange		
	Work with Forestry Commission and Defra to provide a more integrated and streamlined approach to our functions	None	

Forestry Commission Wales 'Our Purpose and Direction' 2011-14

Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
Managing more diverse woodlands	Increase tree species diversity; restocking; harvesting; marketing; thinning; soil and water ecology; planting to alleviate impact of floods and climate change	Low	Consider impact on people and communities
	New woodland creation	High	Potential to benefit local diverse communities
Tree protection and health	Protection of trees from biosecurity threats and deer	None	

Forestry Commission Wales 'Our Purpose and Direction' 2011-14			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
	management; tree health research		
Renewable Energy	Implement wind, hydro and biofuel initiatives	Medium	Consider impact on communities
Woodlands for people	Forest Design Planning; community woodlands; public access; SMEs providing customer services	High	
Recreation and access	Provision of recreation, access and tourism; health and well-being	High	
Woodland based learning and sector skills	Careers; work experience; volunteers, education; courses; woodland skills	High	
Urban woodlands and trees	Expand Welsh National Forest; urban woodland projects; urban trees; local authority partnerships	High	
A competitive and integrated forest sector	Harvesting and marketing; production forecasting; timber supply; timber quality	None	
Environmental Quality	Ancient woodlands; ecology; biodiversity; native woodland management; habitats; restoration	Low	Potential impact on access

Forestry Commission Wales 'Our Purpose and Direction' 2011-14			
Work Programme	Key Actions	Relevance to the Diversity Agenda	Exceptions to consider
Site based biodiversity, heritage and landscape	Species control; individual tree management	None	

Appendix 2

Summary Table of Objectives

Objective	Responsibility	Deadline	Measure
Develop a new Diversity Communications Strategy	Diversity Team & the Communications Team	December 2012	Diversity Team to check via next staff survey whether staff understand this agenda
Review and re-launch suite of diversity training	Diversity Team	December 2012	Diversity Team to review course feedback from staff
Ensure that staff over 55 have an Individual Learning Plan and are developed appropriately	Diversity Team with Learning and Development Team	On-going	Diversity Team to analyse future staff survey returns about this issue
Monitor the age distribution of FC staff	Diversity Team	January 2013	Results will be published in the annual Monitoring Report
Improve level of self declaration of disability by providing easier and better systems and more supporting guidance for managers and staff	Diversity Team	Throughout 2012	Review numbers of disabled staff during annual monitoring exercise
Investigate the Two Ticks Standard	Diversity Team	During 2014	A review and report will be made on the options from discussion by the HR Management Board
Increase the number of job applicants with a disability	Diversity Team	On-going (when external recruitment begins again)	Monitor number of applicants to declare a disability and report in annual

Objective	Responsibility	Deadline	Measure
			Monitoring Report
At a local level establish contacts with disability organisations.	Local teams – use Best Practice contacts	2012-13	Diversity Team to audit whether this has happened and annually check on progress
Explore possibility of reducing concert prices for disabled people and their carers	Local Managers	2012-13	Diversity Team to check on progress
Provide educational support to children with disabilities	Local staff	On-going	Diversity Team to review initiatives and include them in Best Practice database
Promote local accessible trails and facilities	Local staff	On-going	Feedback from customers with disabilities
Audit toilet and car parking facilities	Local staff	2016	Diversity Team to check on progress
Improve information available about accessible trails	Local staff and Communications Teams	2016	Diversity Team to check on progress
Investigate the possibility of providing free car-parking for people with disabilities	Local staff	2015	Diversity Team to check on progress
Explore opportunities to support marketing of accessible facilities with partners	Diversity Team	2013	Report in annual Monitoring Report on progress with this
Develop a database of volunteers/staff who can conduct guided tours of forests for different	Local staff	2014	Diversity Team to check on progress

Objective	Responsibility	Deadline	Measure
groups			
Explore with local councils and charities the possibility of organised trips to the forest	Local staff	On-going	Diversity Team to check on progress
Liaise with local public transport providers to improve transport links where possible	Local staff	On-going	Diversity Team to check on progress
We will continue to work with disabled mountain bike users to develop assessable trails where appropriate	Local recreation teams	On-going, as and when new trails are proposed	Diversity Team to check on progress
Continuously monitor progress to ensure relevant FC buildings are as accessible as they can be	Local teams and Land Agents	On-going	An annual check by the Diversity Team to ensure that progress is being made.
We will identify two or three locations to specifically target BAME groups with publicity about employment (and recreation)	Business Partners	When actively recruiting again	Progress will be measured by annual analysis of job applicants which will be published in the annual monitoring report and by analysing customer feedback to check if the number of BAME respondents to the Public Opinion of Forestry Surveys increases
We will prepare and publish guidance on	Diversity Team	December 2012	We will have this guidance externally

Objective	Responsibility	Deadline	Measure
FC interaction with the Gypsy and Traveller Communities			assessed by contacts within the gypsy and traveller communities
We will prepare and publish factsheets on specific religions	Diversity Team	On-going throughout 2012-13	We will monitor staff feedback on these
We will review and consider launching another Graduate Recruitment Programme at the appropriate time	Learning and Development Team	When recruitment freeze ends	Diversity Team will monitor diversity of successful candidates
We will review and consider launching another Leadership Development Programme at the appropriate time	Learning and Development Team	?	Diversity Team will monitor diversity of successful candidates
We will consider mentoring and coaching of women by women in higher pay bands with the aim of increasing the number of women in the middle management group by 5%	Learning and Development Team	March 2016	Progress will be measured via the annual diversity monitoring of staff and published in the Monitoring Report each January
We will re-commence events to highlight and promote the range of career opportunities that the Forestry Commission can offer	Diversity Team and wider HR	When recruitment freeze ends	Diversity Team will monitor diversity of successful candidates
Canvas views of LGB community on FC	Diversity Team	Summer 2012	Diversity Team and Stonewall monitor

Objective	Responsibility	Deadline	Measure
services through a short survey			quantity and quality of responses
Participate in the Stonewall Good Practice Programme	Diversity Team	On-going	Diversity Team monitor views of LGB staff via the biennial Staff Survey

Meeting Our Customers' Needs

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

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