

# Gender Equality Scheme

2010 to 2013

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## 1. Introduction

The Forestry Commission (the Commission) is the Government department responsible for the protection and expansion of Britain's forests and woodlands, including increasing their value to society and the environment.

The Commission is therefore committed to ensuring that the forests and woodlands we manage are accessible to and enjoyed by all groups in society regardless of protected characteristic, including gender, race, disability, age, religion or belief, sexual orientation, gender identity, marriage and civil partnership, and pregnancy and maternity.

We work with a wide range of partners from private sector landowners to sports clubs, local communities to national businesses, on a whole host of recreation, regeneration and educational schemes. Our responsibilities span research, commercial timber production, sustainability programmes and policy, as well as learning and leisure.

Our goal is always to ensure that, at a practical level, Britain can use its forests to contribute positively to as many of the nation's needs as we can while sustaining this great resource for the future.

### The Forestry Commission:

- Welcomes more than 50 million visitors every year to our woodlands, which includes 55 visitor centres, almost 500 car parks, 155 easy access trails and 2,600 km of cycle trails;
- Welcomes more than 100,000 people per year to our concerts in the forest;
- Provides 109 forest classrooms or educational facilities;
- Employs more than 3,000 people, most of whom are in rural areas;
- Plants more than 17 million trees every year;
- Produces more than 5 million tonnes of timber every year, which equates to almost 44% of UK's daily timber production;
- Cares for 827,000 hectares of sustainably managed woods and forests, including more than 1.4 billion trees;
- Maintains 24,000 km of forest roads and 2,300 bridges; and
- Helped expand Britain's woodlands by an area more than three times the size of greater London in the last 20 years.

## 2. The Commission's mission and structure

### Our mission

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

Our objectives are to: -

- Protect Britain's forests and woodlands;
- Expand Britain's forest area;
- Enhance the economic value of our forest resources;
- Conserve and improve the biodiversity, landscape and cultural heritage of our forests and woodlands;
- Develop opportunities for woodland recreation; and,
- Increase public understanding and community participation in forestry.

### Our structure

The Forestry Commission is a statutory body and non-Ministerial Government Department with responsibility for forestry throughout Great Britain. Under the Devolution Settlement, the Forestry Commission was designated a cross-border public authority. Therefore, it now exercises its powers and duties separately and receives separate funding in England, Scotland and Wales.

The Commission has a statutorily appointed Board of Commissioners consisting of a Chairperson and up to ten other Forestry Commissioners, including our Director General, who are appointed by the Queen on the recommendation of Ministers.

Each country is led by a Director who is also a member of the Great Britain Board of Commissioners. Delivery of policy, as well as progress against strategy objectives, is overseen in each country by the Commission's National Committee for England, National Committee for Scotland and National Committee for Wales.

The Commission also has an Executive Board which assists the Director General, Forest Research Chief Executive and Country Directors in the effective management of the Commission by providing leadership and setting direction for the organisation.

The Forestry Commission takes the lead, on behalf of all three administrations, in the development and promotion of sustainable forest management. We deliver the distinct forestry policies of England, Scotland and Wales through specific objectives drawn

from the country forestry strategies so our mission and values may be different in each.

We also have three executive agencies that work to targets set by Commissioners and Ministers:

Our public forests, woodlands and other land in England and Scotland are managed by Forest Enterprise agencies on behalf of the Forestry Commission in that country. Forest Research is a GB-wide agency which aims to be a robust, market-relevant and flexible organisation with a reputation for innovative applied science through the provision of research, technical development, monitoring, surveying and advice.

But throughout, we aim to be an organisation that values:

- **teamwork** - working as teams with colleagues and others to ensure that trees, woods and forests meet the needs of people in each part of Britain
- **professionalism** - enjoying and taking pride in our work, achieving high standards of quality, efficiency and sustainability
- **respect** - treating one another with consideration and trust, recognising each person's contribution
- **communication** - being open, honest and straightforward with colleagues and others, as willing to listen as to tell
- **learning** - always learning, from outside the Forestry Commission as well as from within
- **creativity** - not being afraid to try new ways of doing things

## Our People Strategy and Equality and Diversity Strategy

The corporate plans for each country and Forest Research have common themes defining how the Forestry Commission wishes to work; these determine the key strategic drivers for how the organisation manages its people.

Our People Strategy demonstrates our commitment to our people and how we will attract, manage and develop a diverse workforce over the next three to five years.

The People Strategy (2007) has the following high-level goals:

- To demonstrate excellence in the leadership and management of a diverse workforce
- To support people in their professional and personal development and improve organisational performance, identifying and overcoming any barriers to progression
- To maintain a safe and healthy environment and develop a diverse workforce

- To adopt people practices for the future, which support efficient and effective processes of delivery, through HR support and advice.

To help us embed the diversity elements of our People Strategy throughout the Forestry Commission, in autumn 2008 we also implemented an Equality and Diversity Strategy that introduced the following five high-level aims:

- **Aim 1:** To recruit and employ more people from a diversity of backgrounds in order to make the Forestry Commission representative of the population of the areas where we operate
- **Aim 2:** To support our departmental policies, organisational objectives and operational practice by ensuring our equality and diversity policies allow all people irrespective of gender, race, disability, age, religion or belief, sexual orientation, gender reassignment, marriage and civil partnership, and pregnancy and maternity to have access to all our services
- **Aim 3:** To improve our engagement with people from diverse backgrounds especially people in minority and under-represented groups
- **Aim 4:** To articulate to our staff the business, moral and ethical case for equality and diversity in an easily accessible manner and to monitor and evaluate our progress by improving data quality, collection and analysis
- **Aim 5:** To go beyond fulfilling the Commission's general and specific duties and our responsibilities as a public body to become known as an exemplar employer and service provider in respect of equality and diversity.

Further information on the Forestry Commission, including our aims and structure, can be found on our [website](#).

### 3. Our approach to the Gender Equality Scheme

In developing our second Gender Equality Scheme (GES) we recognise that the Forestry Commission has made good progress in embedding equality and diversity in to everyday business. However, as an organisation that strives to become an exemplar employer and service provider we are not complacent and recognise that we still have some way to go.

This scheme, as part of the Commission's wider agenda on diversity, is important to support the change necessary to achieve gender equality, including gender reassignment. In order to do this, we have examined our relevant policies, functions, service planning and service delivery processes to ensure that no-one is in any way discriminated against or subject to unfair opportunity/adverse treatment. Further, as an employer we ensure that appropriate training is provided to all staff to raise awareness of the equality and diversity agenda.

As a service provider the Commission ensures that working with community groups, other public bodies, voluntary organisations and private organisations/individuals is done in an inclusive manner, offering fairness of opportunity to all. To this end, we also endeavour to procure and receive goods from organisation and individual/(s) that have or subscribe to equality and diversity values and objectives as set down in legislation.

Although forestry is devolved the Commission adopts a national approach to equality and diversity issues rather than on a devolved basis. Responsibility for the implementation of the GES is shared, but guidance and support is provided from the central diversity team based at Silvan House.

Our first step in developing this GES and associated Action Plan was to review our functions and policies against equality legislation. [Annex 1](#) shows the functions and policies we have reviewed and their relevance to gender equality, and [Annex 4](#) contains our Action Plan for delivering our gender equality priorities.

Throughout this scheme we refer to gender identity or transsexual people. However, it has been agreed that the principles in relation to gender identity and transsexual people will be extended to include all transgender people who permanently live in a gender other than the one which they were assigned at birth.

#### Consultation

As a Government department we comply with the current guidance on consultation and engagement. Therefore, regulatory consultations are conducted with key stakeholders when regulations change.

Local community consultations and engagement can also occur whenever there is a new development relating to a forest area near a local community. Local office teams are responsible for the completion of the consultation process and as a matter of routine during consultations with the public, the facilitators proactively ask whether there is anything the Forestry Commission could be doing to better promote access to information and services.

### Publishing the Results of Assessments, Consultations and Monitoring

Details of Equality Impact Assessments and other forms of monitoring and consultation are published on the [equality and diversity](#) pages of the Forestry Commission website. All our publications can be made available in different print fonts and languages on request.

## 4. Our Customers

Diverse woodlands, diverse communities.

The Forestry Commission recognises that forests and woods have the ability to increasingly contribute to the nation in terms of opportunities for people to participate in and enjoy woodlands. We deliver an extensive range of practical programmes to ensure that communities and individuals can get the most from them.

For example, we offer:

- Education and learning initiatives;
- Healthy living initiatives and activities;
- Play, recreation and sporting opportunities;
- Volunteering; and,
- Community forestry and woodland creation in and around towns and cities, to be closer to where people live.

The above list constitutes a number of ways in which we can directly impact on people. As the needs of communities change and develop, we will need to adapt and progress to ensure that we continue to offer equality of opportunity for all.

### **Case Study**

In partnership with organisations that support people with mental health issues in the Greater Glasgow and Clyde area, Forestry Commission Scotland developed the innovative "Branching Out" programme, which seeks to improve quality of life by utilising the concept of Greenspace to promote and maintain mental health. Participants spend three hours per week, over a twelve-week period, in woodland undertaking activities which include elements of bush craft, nature conservation, environmental art, green exercise and relaxation.

The programme seeks to engage people who have developed and/or have mental health issues for numerous reasons, which can include trauma, bereavement, physical ill health and domestic violence.

Recent participants included women receiving support from Women's Aid, and feedback from them highlighted that provision of childcare whilst they took part in the programme was an issue. We are therefore now investigating the provision of childcare to support future participants.

We proactively promote that all our services and facilities are open to anyone who wishes to use them. However, we recognise that there may be perceived barriers and reasons why people may not be able to fully benefit from them. We are actively seeking to address this by adapting infrastructure, providing a wider range of activities and events, engaging with communities and in some cases providing specialist equipment and/or tailored activities. To achieve our objectives the Commission is working closely with a range of partner organisations at a local, regional and/or national level.

### **Case Study**

Forestry Commission Project Officers from Wyre Forest identified that some groups from their local community were not accessing the forests, including females from certain ethnic groups. On further consultation with these groups it was recognised that due to cultural needs the women were not accustomed to visiting places without a chaperone, or where they were likely to come in to contact with non-community males.

Working with members of the Asha Bangladeshi Women's group, based in Kidderminster, Forestry Commission Officers arranged four different events, enabling the women to undertake activities such as guided walks, forest art, wild food and bush craft, and wildlife photography. This was facilitated by female instructors in area of the forest where there were fewer visitors to reduce the likelihood of encountering other male visitors.

Feedback from participants on the events was positive and the women felt that they had increased their confidence and learnt new skills.

### **Consulting our customers**

As part of our on-going commitment to our customers 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. 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 agree how they can be filled.

The Forestry Commission also actively encourages site managers to use local demographic data to more strategically assess the local demand for services and facilities and compare this with actual site usage. This type of analysis will become more prevalent as the Equality Impact Assessment process is further embedded across the organisation.

We also carry out research into better understanding attitudes, beliefs and barriers to people using and not using our services and facilities. This can be undertaken at both a site level and also at the Regional and National level. Research and evidence we collate will be analysed and made available for all staff through our Intranet, and where appropriate externally to our customers and partners through our website.

### What our customer consultation told us

Visitor Surveys indicate that the numbers of men and women, including those who are transgender, visiting our forests is very close to equal. There is some local variation in the gender ratio visiting and using our facilities, but it is thought this may be associated with the attractions and activities available.

For example, there is evidence to suggest that visitors to sites well known for mountain bike routes, are much more likely to be male than female (84% male, 16% female at our 7 Stanes mountain biking attraction (2007)). In contrast, Rosliston in the National Forest, Derbyshire offers more family/child friendly facilities where evidence suggests that visitors are more likely to be female than male (76% female, 24% male (2009)).

A 2005/06 Music in the Forest survey of concert attendees indicates that, in general though not at each concert surveyed, women are more likely to attend than men (55% women, 44% men).

This near equality being the case, the Forestry Commission tends to focus on increasing other types or strands of visitor diversity, but resources are utilised for some gender specific initiatives aimed at visitors or potential visitors.

Survey	Visitor Numbers	
	Male %	Female %
Monitoring quality and experience of forests in:		
• North and mid Wales (2007)	45	55
• South West England (2007)	52	48
All forest surveys of FC Forests Scotland (2007)	53	47
All forest surveys of FC Forests Wales (2007)	56	44
All forest surveys of FC Forests England (2007)	53	47
Welsh Outdoor Recreation Survey (2008)	48	52
Active England Evaluation (2009)	50	50
Afan Forest Park Visitor Survey (2009) (with 62% of visitors utilising mountain biking activities)	76	24
Public Opinion Survey (UK 2009) <b>'In the last few years have you visited forests or woodlands for walks, picnics or other Recreation?'</b> 'Yes' respondents	77	77

Full survey results are available on our [website](#).

### Case Study

In planning activities and events we use feedback from service users to inform where we invest our time and resources, as well as using survey data to identify the reasons why people visit our woodland.

In response to the feedback and surveys we have introduced a variety of activities, events, and facilities which include:

- Introducing and/or upgrading some playgrounds and child play areas to make woodlands more family friendly;
- Introduced more cycling trails, that cater to the abilities of a variety of users, not just the more adventurous;
- Held ladies mountain bike sessions, designed to build confidence and skills and encourage more women into the sport; and,
- Promoted "Dad's and Kids" events to promote opportunities for fathers to get more involved with their children and learn new skills and activities, for example learning bushcraft skills.

## 5. Our Staff

### Building and retaining a diverse workforce

Traditionally, employment in the forestry profession has been male dominated and perceived as a practical, outdoors, and physical role. Whilst one part of the forestry sector continues to manage trees and process timber, the contemporary forestry profession is far broader in scope and the variety of roles on offer.

Jobs in forestry today include the development of policy, management of grants and regulations, sales and retail, public education, recreation, conservation, teaching and lifelong learning, resource planning, development planning, science and research, civil engineering, and partnership brokerage as well as support roles in Human Resources, administration, finance, marketing, design and business development.

This is particularly true within the Forestry Commission where the variety of roles on offer has increased as the functions of the Commission have grown to include many more social and public benefit objectives than in the past. Changes in role type means that there are changes to the knowledge and skills required, and this increases the range of people suitable for and encouraged to enter the forestry profession.

Since publishing our first GES in 2007 we have taken measured steps forward towards achieving gender equality in our workforce. Examples of some of our key achievements over the past three years include:

- Increasing our overall staff in post by 187 people, of which 55% were female;
- a 11% increase in male staff working part-time in relation to all part-time staff, and a 2% increase in relation to all staff in post;
- a 6% increase in the number of women in our Senior Staff grades, including welcoming our first female Chairperson; and,
- offering increased flexible working pattern options to enable staff to utilise work-life balance practices.

In order to appropriately monitor progress and action, the Forestry Commission focuses on six discrete management units as follows:

<b>England</b>	– staff working directly for Forestry Commission and Forest Enterprise England
<b>Scotland</b>	– staff working directly for Forestry Commission and Forest Enterprise Scotland
<b>Wales</b>	– staff working directly for Forestry Commission Wales
<b>Forest Research</b>	– staff working directly for the Forest Research Agency throughout Britain
<b>Business Units</b>	– staff working directly for the Business Units (Civil and Mechanical Engineering, Forestry Commission Nurseries and Renewable Energy) throughout Britain.
<b>Silvan House</b>	– staff working in centralised divisions and serving every Management Unit of the Forestry Commission (e.g. HR, Finance, IT)

These six areas impact on the reporting and analysis of our employment data and service provision.

We have completed a detailed gender monitoring process for employment data collected between April 2009 and March 2010, the outcomes of which are outlined below, and actual figures are included in the tables highlighted in [Annex 2](#):

**Staff in post:** Our data shows at 31 March 2010 that overall the Forestry Commission had 3514 staff in post, of which 1157 (33%) were female, and 2357 (67%) were male.  
([Table 1](#))

This highlights that overall the total number of staff working for the Forestry Commission has increased slightly, with the number of female staff continuing to increase by 47 between April 2009 and March 2010 (in comparison to 2009) and a 5% increase over a three year period.

Although, this is not a significant percentage increase and is not reflective of the gender split of the overall population across Great Britain, we are hopeful that this is an indication of a changing perception of careers within the Forestry Commission and our potential as an employer.

### Case Study

To challenge gender stereotypes and highlight and promote the range of career opportunities that the Forestry Commission can offer, we worked in partnership with Napier University to deliver a “Women in Forestry” event at Barony College, Dumfriesshire.

The target audience for the event were young women entering into their careers, women returners, women looking for local work or indeed a change in career.

The event was opened by a senior manager from Forestry Commission Scotland, followed by presentations from members of staff on their current job role, and the opportunities available within the Commission. Other staff members from various job roles were also present at the event to speak to attendees and answer any questions they had.

In total 29 women attended the event, and following its success we are considering holding future events.

**Full/part time split:** The Forestry Commission offers a wide range of flexible working options to staff at all grades and locations, for example part time, flexi hours, job share, etc.  
([Table 2](#))

At 31 March 2010 a total of 2913 (83%) of the Commission’s staff worked full-time. Of the 601 staff who worked part-time, 395 or 66% were women.

The table demonstrates that of the 1157 women employed, 762 (66%) are employed on a full-time basis. The pattern for male employees is that of the 2357 employed, 2151 (91%) are employed on a full-time basis.

Therefore, women working full-time represent 22% of all staff. There is an increase of 64 women working full-time when compared to the analysis from last year. There is also an increase of 71 men who work part-time compared to last year.

The analysis reflects the national position where traditionally women are the ‘mother and primary carer’ and subsequently work in part-time roles. As we value the skills and knowledge that all people can bring, the Forestry Commission continues to offer a

number of family-friendly policies and working patterns to attract and retain a wide range of staff, the analysis of which can be found in [Table 12](#).

### Case Study

We recognise the importance of helping our staff to balance work and home life by offering flexible working arrangements. We aim to extend opportunities for flexible working as far as possible within reasonable limits set by the operational needs of the business.

A male staff member undertaking an administrative role expressed an interest in developing the skills necessary to apply for a role as Forest Ranger within the organisation, as he wanted to develop professionally his hobby of mountain biking/cycling. He discussed this with his line manager who arranged for him to split his working pattern, allowing him to work part time in his admin role and the remaining time in a forestry recreation role to increase his skills and knowledge, to ensure he had the necessary qualities to support an application when a vacancy was advertised. He was also supported in his pursuit of obtaining formal qualifications.

Following a successful application to an open recruitment exercise the member of staff took up a post as a Forest Ranger, during which time his personal circumstances changed. He was then able to apply for flexible working arrangements that enabled him to work part-time, whilst balancing his childcare responsibilities.

### Type of contract: [\(Table 3\)](#)

The Commission utilises a number of contract types to meet the needs and resource constraints of our business. This enables us to increase our workforce temporarily to meet seasonal and short term project demands, whilst maintaining a permanent workforce to deliver our long term aims and objectives.

As of 31 March 2010 a total of 82% of all female employees had a permanent contract, compared to 87% of all male employees. This is very similar to the figure reported in 2009.

For our remaining staff we have: -

- 9% female and 5% males on fixed term appointments;
  - 6% female and 5% male on Short Term Temp appointments;
- and,

- 3% for both female and males working “Other” contract types, including contractors and Office holders.

The data therefore highlights that there is not a significant difference in the gender equality of our contract types. However, we will continue to monitor all contract types and investigate further should any ongoing trends start to appear.

### Case Study

The Forestry Commission offers a variety of modern apprenticeship schemes, regardless of protected characteristic, in various locations across the UK. Apprentices undergo a mixture of formal training, practical work experience, informal on-the-job training as well as studying towards a vocational qualification.

The current apprenticeship schemes offer the opportunity to develop skills and gain experience in many areas within the forestry profession, including:

- timber harvesting;
- forest establishment;
- practical site management (e.g. habitat creation and restoration);
- working with communities (capacity building, project development and implementation);
- planning and undertaking countryside events, guided walks, cycle rides; and
- environmental education.

In March 2010 one of our female modern apprentices was awarded the ‘Trees and Timber Learner of the Year’ at Lantra’s seventh annual Land-based Learner of the Year awards.

We are also considering extending our modern apprenticeship opportunities to include customer service, recreation, finance, and/or HR, where appropriate, and will provide an update on progress in our annual monitoring report.

### Pay

#### **Band/Grade:** [\(Table 4\)](#)

The table shows that at both Senior and Middle management levels, women fill 26% and 24% of the posts respectively (34% of posts at the remaining level). Overall, women make up 33% of the staff in the organisation.

It is encouraging to find that the number of women in the Senior Staff Group has risen from 5 to 6, and in the Middle Management

Group from 66 to 83 over the year.

We will continue to provide development opportunities to encourage and enable all staff to increase and enhance their skills and knowledge to support career progression.

### Case study

To provide support and ongoing development to our managers, both male and female, the Forestry Commission offers a management development programme for individuals in a wide range of roles that require some form of management competence. This can range from a supervisor with responsibility for two or three staff, up to the head of particular departments or business units.

The Management Development within the Forestry Commission are:-

- **Senior Staff Group** – This group has undertaken a 360-degree feedback exercise, linked to the Civil Service Senior Staff competency framework. Each participant received individual feedback via an external consultant and in conjunction with their line manager prepared an individual development plan based on the findings.
- **Senior Leadership Development Programme** – Introduced in August 2010 with the aim of the systematic attraction, identification, development and retention of those individuals who demonstrate high potential for senior posts. The programme will create a talent pool from which our future senior leaders should emerge.
- **Management Development Programme (MDP)** –designed to develop and support managers by offering an opportunity to review their skills and behaviours, confirm their strengths, identify any areas for development and provide bespoke solutions to ensure they have the best opportunity to maximise their potential. There are 3 levels of MDP:
  - ~ MDP 1 (Operational Managers) - For first line, first time managers or those who manage projects at a similar level. This level of management involves the managing of activities and achieving specific outputs and goals.
  - ~ MDP 2 (Tactical Managers) - For middle managers or those who manage projects/programmes at a similar level. This involves the interpretation of overall strategy into medium term plans and operating methods such as producing operational plans, business plans and associated business

monitoring.

~ MDP 3 (Strategic Managers) - For senior managers or those who manage programmes of work at a similar level. This level involves developing the strategic direction and overall aims of the organisation by producing vision/mission and corporate strategy.

- **Individual managers** are undertaking a number of development activities through their own initiative such as:
  - » Externally provided programmes e.g. Masters in Public Administration or Leaders UK from the National School for Government;
  - » Management Qualifications via distance learning, day release or night school;
  - » Secondments;
  - » 'One off' training events; and/or,
  - » Studying for professional qualifications and accreditation in business areas such as forestry, Human Resources and personnel, finance and/or procurement.
- **Graduate Programme** – recruited individuals join a 3 year programme of development intended to prepare them for more senior roles. Since its inception in 2006 we have recruited 7 graduates, of which 57% were female.

**Internal Recruitment and promotion:**  
([Table 5](#))

The Forestry Commission holds open competitions for its internal vacancies.

Our information shows that, of those who applied for an internal trawl, 27% were women, 64% were men, and 9% did not declare their gender.

A total of 39% of women who applied were successful, compared to 35% of men, and 17% who did not declare their gender. Promotion occurred for 27% of the women who applied, compared to 22% of the men and 11% who did not declare their gender.

However, overall in terms of number, fewer women were successful and fewer gained promotion than men; this is due to the much larger proportion of male applicants (two thirds of employees are men). Successful men and successful women represented 49% and 17% respectively of all applicants. Men successful and gaining promotion represented 14% of all

applicants, while women successful and gaining promotion represented 7% of all applicants.

**External recruitment:**  
[\(Table 6\)](#)

The table shows that we received 7247 applications in the year, of which 29% were from women, 48% from men and 23% from people who did not complete the Monitoring Form. However it is important to note that when taking into account those whose gender was not declared, the proportion of female and male applicants is not greatly different from the gender profile within the Forestry Commission (33% women, 67% men). This highlights the ongoing need to encourage more women to consider careers within the forestry profession.

A higher percentage of the women who applied were invited to interview (11%) than of the men (9%). Similarly, a higher percentage of the women who applied were successful at interview (3%) than of the men (2%). Overall the successful rate for both successful men and women represented 0.8% of all applicants. This indicates that an almost equal number of women (61) and men (59) were appointed, and that women were as likely to be successful in their application as men.

**Performance marking:**  
[\(Table 7\)](#)

The Commission operates a Performance Management System (PMS) to manage the work programme of teams and individuals, in order to meet the objectives and targets set out in our Corporate and Business Plans.

As part of this process staff and line managers meet frequently to discuss and agree work which is to be done, including any relevant quality measures and/or key deadlines. A formal review is also undertaken at least once during the year and then at the end of the year, in April. At these reviews discussions include: -

- ~ How well duties have been carried out;
- ~ Progress made towards achieving agreed performance targets;
- ~ Whether any targets need to be revised; and,
- ~ Progression of training and development.

Analysis of our 2010 performance marking data showed that women and men we as likely to receive a top performance

marking (20% for women and 18% for men), in relation to performance marking for women or men. Of all staff with a recorded performance marking, 6% of women and 12% of men received a Top Performer marking. No women and eleven men were marked as Not Fully Effective (NFE).

Although the statistical data would indicate that the number of men receiving a NFE marking is disproportionate and may be discriminatory, our HR Case Managers check all cases with this performance marking to ensure that policies and processes are being followed correctly.

Therefore, we can conclude that our Performance Marking System is not discriminatory.

The Performance Marking System will undergo review during 2010, and we will ensure that any amendments made continue to ensure fair treatment for women and men, including those people who are transsexual.

**Internal training:**  
[\(Table 8\)](#)

The data shows that men have attended more formal training than women, with 73% attendance by men and 27% by women. During the year, men attended an average of three training events per member of staff, in comparison with women who attended an average of two training events.

Further interpretation shows that 41% of the attendance was in the technical areas of Forest Management and Operations. These areas of our business are where the majority of our staff are male and we would expect fewer women to attend in these categories.

Excluding the figures for Forest Management and Operations training, our figures show that 35% of the remaining training attendance was by women and 65% by men, reflecting the gender profile of the organisation.

### Case Study

To ensure all staff understand their responsibilities regarding equality legislation the Forestry Commission devised and delivered a four level approach to training to ensure the differing needs of employees were met.

- |                                    |   |
|------------------------------------|---|
| Level 1 – all employees            | <ul style="list-style-type: none"> <li>• A mandatory programme of training on equality legislation and the Commission’s responsibility to deliver on its commitments laid out in the Disability, Race and Gender Equality Schemes.</li> </ul>   |
| Level 2 – Managers and Specialists | <ul style="list-style-type: none"> <li>• Designed for specialist groups such as Communications staff or Recreation, Education and Community staff.</li> </ul>   |
| Level 3 - Senior Managers          | <ul style="list-style-type: none"> <li>• Developed to enable managers to: understand why equality and diversity are important in the workplace, appreciate different attitudes towards equality and diversity, understand what their role is in terms of promoting and valuing equality and diversity and identify / explore discrimination and how to deal with it effectively.</li> </ul>   |
| Level 4 - Policy Developers        | <ul style="list-style-type: none"> <li>• Developed to enable managers to: understand why equality and diversity are important in the workplace, appreciate different attitudes towards equality and diversity. These sections are consistent with Level 3 training. In addition, those responsible for policy development will also be made aware of the Commission’s legal obligations and what Equality Impact Assessments are and their role in helping to deliver the services that our customers want and diversity workforce representation.</li> </ul> |

Over 3000 staff have attended one of these events during 2009/10, and we continue to deliver them to New Entrants and those who have changed duties.

### External training: [\(Table 9\)](#)

As well as providing staff with the opportunity to attend internal training, we also actively encourage them to identify and undertake external training to develop skills and knowledge.

The external training is collated and monitored by the following headings:

- Interpersonal skills;

- Information Technology;
- Management Training
- Personal Development; and,
- Technical Training.

Overall, our data shows that staff attended 1400 external training events, of which 39% was undertaken by women.

Further interpretation shows that attendance for Technical Training was significantly higher for males at 80%. Again, as this type of training supports areas of our business where the majority of our staff are male and we would expect less women to attend in this category.

**Leavers:**  
[\(Table 10\)](#)

Overall, our data shows that the number of women leaving the Commission is lower than men.

We will continue to monitor the reasons why people leave our employment, and take action to address any trends, in relation to gender inequality, if they become apparent.

**Discipline:**  
[\(Table 11\)](#)

The number of people subject to the disciplinary process was 19, representing less than 0.5% of the overall workforce. More men were subject to discipline (18) than women (1) and of the total subject to discipline the percentage of men (95%) is higher than the overall percentage of men in the organisation (67%).

Our data would therefore suggest that men appear more likely to be subject to disciplinary procedures. However, further investigation of the reasons why action was taken confirms that the majority were for policy breaches by operational staff, where the roles involved are predominantly male, in relation to Health and Safety, criminal convictions, or misuse of Forestry Commission property/assets.

Our data confirms that there is no emerging trend in relation to the gender of staff that undergo disciplinary procedures, as evidence from the past 3 years shows that numbers for both men and women fluctuate.

Our Case Managers will continue to monitor all disciplinary cases to ensure that our policy is being applied correctly by managers, and we will report data annually through our monitoring reports.

**Grievance:**  
([Table 11a](#))

The total number of staff raising grievances (12) represents less than 0.3% of the overall workforce. More women (7) raised grievances than men (5) and of the total that raised a grievance the percentage of women (58%) is higher than the overall percentage of women in the organisation (33%).

As grievance can be raised for a wide variety of reasons we have reviewed the data available, which has confirmed that there are no gender specific reasons for action being initiated.

Our data collated over the past 3 years also confirms that there are no historic trends emerging, as case numbers for both men and women continually fluctuate.

Our Case Managers will continue to monitor all grievance cases to ensure that our policy is being applied correctly by staff and managers, and we will report data annually through our monitoring reports.

**Work pattern:**  
([Table 12](#))

The Commission recognises the importance of helping its staff to balance work and home life by offering flexible working arrangements. It is hoped that this will help us to attract and retain a diverse workforce, through recognising the needs of parents and individuals with caring responsibilities, as well as those who have interests and aspirations that impact on their time.

The table shows that 28% of those not working a standard Monday to Friday week are women. The figures indicate that the proportion of women working non-standard hours has decreased by 1% since 2008/09 and may reflect the fact that the number of women working part-time in Forestry Commission has also decreased slightly (see [Table 2](#)).

## Gender Identity

The Forestry Commission recognises that providing equality of opportunity and support to current and potential employees in relation to gender identity is very important in helping us achieve our gender equality goals. Since publishing our previous GES we have endeavoured to ensure that gender identity issues are given equal priority in progressing and integrating our gender duties.

For the first time in 2009 we included a question in our Staff Survey we asked staff to declare if they previously or currently identified themselves as transgender. By asking this question we hoped to:-

- establish how many people within the organisation considered themselves to be living and working in a gender other than the one they were assigned at birth;
- identify any inequalities, including bullying and harassment, experienced by staff who identified as transgender; and,
- highlight any additional support requirements that we need to put in place.

Of the 2,098 staff members (61%) who completed the survey, 11 people identified themselves as transgender. Those staff that identified as transgender gave very similar responses to the overall Commission-wide response. There were no significant or highly significant differences in the 'Equality of Opportunity and Diversity', nor in the 'Discriminatory treatment, harassment and bullying' sections. The only significant positive difference was against the statement '*My line manager tackles inappropriate behaviour promptly and fairly*'. The only significant negative difference was against the statement '*My Forward Job Plan was agreed with my line manager*'.

From this we concluded that those who identified as transgender did not feel that they are discriminated against within the organisation. Whilst we can not be sure how close to reality the numbers are, we can be satisfied that there are presently no declared areas of concern for those who identified themselves as transgender, however we will continue to monitor this area closely.

Although we have not identified any gender identity specific issues through our staff survey we will continue to work with groups that represent transgender people to review our policies and develop relevant guidance.

## Consulting our staff

Our aim is to ensure that diversity is integral to our business, therefore we recognise the value and advantage of including staff in our decision making and change processes.

With our staff we have:

- involved our Equality and Diversity Internal Staff Forum who articulate the views of our staff on how we are performing as an employer, including the impacts of any changes or new policies we are considering;
- involved our Diversity Technical Group who are responsible for monitoring the performance of the Forestry Commission on diversity issues and facilitating the development of policies, procedures and practices in respect of dignity, diversity and equality, for both employees and customers;
- analysed our staff survey to identify potential areas for improvement; and
- shared with the trade unions the actions we intend to take as a result of any consultation exercises.

### Case Study

Over the last 12 months the Equality and Diversity Internal Staff Forum have been instrumental in reviewing and informing policies that affect our staff. They have provided input through written and verbal consultations with our Policy Team on a variety of projects, including:

- a review of our Retirement policy to reflect updated Civil Service Regulations on age legislation;
- the preliminary development of a Leadership Development programme; and,
- informing the priorities of the organisation in progressing issues identified through our staff and customer surveys.

### What our staff consultation told us

On examining the results of the staff survey by gender, including transgender, we identified that males, being the majority of staff and respondents to the survey, show similar patterns of response to the overall response rate across the Commission.

When comparing the gender, women showed a much more positive response to men in nearly every element of the survey, particularly so in the 'Equality of Opportunity and Diversity', 'Leadership' and 'Work/Life Balance' sections.

Women's most noticeable negative response concerned the quality of their protective clothing, and this is already being addressed through the tendering process for new corporate clothing.

Although women represent only one third of the workforce and are generally concentrated in the lower pay bands, they demonstrated a more positive approach to working in the organisation than men. This is encouraging, but it is difficult to understand why there should be so many significant differences between the responses of men and women.

Women's positive response to the question '*People working part time, or who have flexible working hours, or who work from home or job share have as much opportunity to progress as people working full time about people working part time, or job sharing*' is interesting. At the time of the survey 37% of our female staff worked part time, compared to 6% of male staff (at 31/3/09) and it is encouraging to know that many women do not appear to consider such flexible working a barrier to their career progression in the Forestry Commission.

Although we concluded that the staff survey did not highlight any particular gender issues, other than protective clothing, we still consider the following activities to be beneficial in progressing our gender and gender identity equality goals:

- Consider further promotion of flexible working options, particularly targeted to male staff.
- Consider delivery and promotion of tools to assist staff to achieve a good work/life balance.
- Continue to promote the benefits of a diverse workforce to all staff, primarily through Learning and Development events and positive stories in staff media.

## Equal Pay

The Forestry Commission is committed to the principle of equal opportunities in employment. We believe it is in the Commission's interest and makes good business sense that all aspects of pay are awarded fairly and equitably.

Below the Senior Staff Group there are 10 pay bands, reflecting 8 levels of job responsibility. At pay band 5 and 6a level, there are 'Operational' pay bands for staff in roles which require longer and more variable working hours than the norm, and on-call duties. Staff in these pay bands receive a higher basic salary than their non-operational peers, but do not qualify for paid overtime.

Our forest-based roles such as forest crafts, machine operators, etc were mostly perceived in the past as a male profession. With the average length of service being around 20.6 years, this is still apparent in the structure of the workforce today as our longer-serving staff tend to be male, therefore proportionately we have more men at the maximum of the pay scales than women, which give rise to a 'natural' pay gap.

These roles also had a greater business need to work additional hours, and this continues, although to a lesser extent than in previous years.

Increasingly, the new roles in the Forestry Commission require professionally qualified people and are more accessible to either gender. This is having an effect on the workforce, with an increasing proportion of female staff over the last 5 years, and more females in middle and senior management roles.

The Commission has been actively re-structuring its pay system, shortening the length of pay scales and the time it takes to progress from entry point to pay band maximum. This approach is steadily reducing the gender pay gaps in our system, as measured by the two primary indicators (mean average salary and mean average earnings). We anticipate this trend continuing in future years.

The Forestry Commission's strategy to reduce the pay gap is incremental. The three year pay agreement, implemented in October 2008, aims to reduce the pay gaps to below 5% in each Pay Band.

Tables containing our equal pay data can be found at [Annex 3](#).

### Equal Pay Review

The Forestry Commission undertakes regular pay audits to review our policies, their application, and identify any direct or indirect causes of pay inequality. Following the introduction of the three-year pay award in 2008 we undertook an audit in Autumn 2009 to understand how that award had affected people from different groups and if there were any issues we needed to address.

The 2009 analysis indicated differences, ranging from 0.3% to 4.9%, between mean salary for females and males in each pay band. Analysis of the 2008 pay award indicated that these differences have been reduced in most pay bands, as highlighted in [Annex 3](#).

The equal pay review also identified that male employees were significantly more likely to claim overtime (46% of males, 40% of females claimed), and on average received significantly higher overtime payments (£ 2,109 each for males, £ 835 for females). However, it should be noted that there are role and length of service related reasons for these outcomes, and we will continue to ensure that future pay negotiations take these differences in to consideration.

## Public appointments

The Forestry Commission has a number of committees and forums and, as a GB organisation, these groups are spread across the country. These committees and forums consider the economic, environmental and social aspects of sustainable development and help us devise and implement forest strategy that meets the needs of the countries and regions in GB.

We are particularly looking to improve the diversity of our public appointees, to help us to form committees that better represent the population of GB, increasing the range of ideas, insights and experience available to our decision making. We believe that by doing so we will be able to provide improved services for all.

To promote the types of public appointments available within the Commission we added information to our external internet site explaining the different ways people can become involved and the qualities we look for in our applicants. We also placed an advert in a disability related magazine, using an editorial to encourage people to consider public appointments, and we will be considering using other media to promote these positions to other diverse groups in the future.

## 6. Our approach to equality impact assessments

We have continued to mainstream the use of equality impact assessments (EqIA's), to ensure the impact of new policies or services, and any changes to existing policies or services, fully take into account any impact on our diverse customers and staff.

Between April 2009 and March 2010 we carried out a range of EqIA's. These assessments have formed a central part of the decision making process and have influenced policy formulation from its earliest stages. Because EqIA's are continuously updated as a policy is developed or a change considered, published assessments do not always show where an adverse impact has been discovered, though any/ all revised equality impact assessments will be republished as they are updated.

In order to ensure EqIA's are completed at the appropriate time, and given appropriate attention Commission-wide, we have taken a number of steps to raise their profile, and ensure staff are aware of their responsibilities. We have:

- updated the internal guidance that is available to all staff setting out the legal requirements and how an equality impact assessment should be carried out. We will continue to review this regularly to ensure that any examples remain current and to ensure that it reflects emerging case law and industry best practice; and
- delivered equality impact assessment specific training to staff that are likely to undertake or oversee this activity as part of their job role.

A summary of completed [equality impact assessments](#) is available on our website.

## 7. Our approach to procurement

We continue to work to ensure that our external suppliers, particularly those providing a service on our behalf, are aware of their responsibilities in supporting the Commission to meet its obligations under equality legislation. We will ensure that this responsibility is highlighted and prioritised within our tendering process.

During 2010/11 we will undertake a review of our procurement practices and guidance to ensure that it effectively incorporates equality and diversity principles.

We want to contract with organisations that are prepared to work with us to make progress not only in respect of sustainability, but also recognising the benefits of diversity within their own workforce and supply chain. We believe this is an indispensable part of demonstrating the capability to deliver services to our customers and staff, both now and in the future.

### **Case study**

Feedback from female staff highlighted that the current corporate clothing available to all was not tailored to meet the different "fit" for men and women.

Our Procurement Team ensured that when they invited tenders for the new contract to supply corporate clothing they included a specific requirement to address this issue.

Following the evaluation of all the tenders, two suppliers were short-listed as being able to offer the most suitable ranges, in terms of fitness for purpose and brand reflection. Both suppliers were invited to a number of events to present their collection of protective clothing to staff, both male and female, providing them with the opportunity to try on the items and provide feedback on comfort and fit. For staff unable to attend the events, a range of sample items were distributed around the Commission to give as many people the opportunity to provide feedback as possible.

Feedback from staff is currently being evaluated and will be fed back to the two potential suppliers to inform their final designs and bids.

A separate tendering exercise will begin later in 2010 to procure protective and heavy duty clothing, also taking the requirements of female staff in to consideration.

## 8. Our approach to monitoring and evaluation

Monitoring and evaluation is a key priority for the Forestry Commission and will form the basis, along with EqIAs, of future action. Comprehensive and meaningful data, information and research will be collected and used to build an evidence base to help the Forestry Commission assess its progress in meeting its targets and goals for equality.

We will ensure that monitoring information in relation to employment and service provision offers:

- Comprehensive benchmarks against which the we can monitor progress
- A quantitative basis for EqIAs with which we can highlight areas of required action.

The Commission will continue to monitor the required areas under the employment duty and will report and benchmark progress on an annual basis. This information will be used to identify gaps in representation. Where gaps are identified, action will be taken to investigate reasons and to address discrepancies appropriately.

## 9. Progress reporting and reviewing

We will assess and provide an update on outcomes and progress against our action plans on a yearly basis, or as required following the introduction of new equalities legislation. We will ensure that, as part of that process, we continue to involve our customers and our staff. We will include the outcomes of our monitoring and evaluation and of the equality impact assessments we have carried out on our policies and services.

### Conclusion

We continue to be encouraged with the progress we are making on all aspects of diversity, however we are very aware that we have a challenge ahead of us and know that there is still more to do. This will not be an easy challenge as many of the issues will take time and impacted on limited resources – but work is underway and we are committed to making a real difference to our customers, our partners and our staff.

Thank you for reading our gender equality scheme. If you have any views, please write to us at:

**The Diversity Team,**  
Forestry Commission,  
Sivan House,  
231 Corstorphine Road,  
Edinburgh,  
EH12 7AT.

Or e-mail us at [diversity@forestry.gsi.gov.uk](mailto:diversity@forestry.gsi.gov.uk)

If you would like a paper copy of this document or to receive it in an alternative format, please contact us at the address or email above or phone us on **0131 314 6575**.

## 10. Gender Equality Priorities 2010 - 2011

The following key priority actions have been identified by the Head of Diversity and will form the basis of the action for the rest of the year. Following this time, GES actions will be reviewed and priorities assessed for the following twelve months.

- Continue to assess the impact of our policies through the EqIA process in order to ensure that the needs of both women and men, including transsexual people, are fully considered;
- Continue to develop the profile of the Forestry Commission as an employer in order to widen the field of applicants for traditionally perceived male roles such as foresters, machine operators, mechanics and engineers, and female roles such as administration and education. This includes highlighting that flexible working arrangements are available to potential staff of all grades;
- Continue to develop our Senior Leaders of the future, focussing on creating a fair gender balance, through implementation and delivery of development training, programmes and partnerships, including consideration of new mentoring and Leadership Development programmes;
- Continue to review the membership of our Public Appointments, and encourage people from diverse groups to participate and increase the range of ideas, insights and experience available to our decision making;
- Continue to encourage and support our National, Regional and local teams to provide services that promote gender and gender identity equality, and tackle other issues such as improving health and promoting social and/or cultural inclusion;
- Monitor results of statistical analysis carried out to establish whether or not those people who take Career breaks, women who take Maternity breaks and those who work Flexible Working Patterns, have equality of opportunity in career progression;
- Develop a policy and relevant guidance in relation to privacy issues for transgender staff, including those who are or have undergone gender reassignment;
- Monitor all contract types and investigate further should any ongoing trends start to appear, to ensure that there is no gender bias;

- Continue to monitor the take-up of staff training, both internal and external, and explore with the Learning and Development team the types of courses on offer to ensure that a wide range of development opportunities are offered to both male and female, including transsexual, employees;
- Consider further promotion of flexible working options, particularly targeted to male staff; and,
- Consider delivery and promotion of tools to assist staff to promote health and achieve a good work/life balance.

## 12. Annex 1 – Assessment of Functions and Policies

### Functions Relevant to the General Duty

As forestry is a devolved issue, FC England, FC Scotland and FC Wales each have their own forestry strategy. However, there are common themes with the strategies. The following table represents a composite assessment of the themes and their degree of relevance to the Gender Equality Scheme.

After an initial assessment, it is clear that the key functions relevant to the General Duty and therefore the area where the FC's GES can make the most impact is around the development of Woodlands for People, as outlined below:

Theme	Relevance to GES (0 – none, 1 – little, 2 – some, 3 – high)	Level of Priority within GES (High, Medium, Low)
Maintaining and improving woodlands and trees as a sustainable resource	1	Low
Responding to Climate Change	0	Low
Competitive and integrated forest sector – timber and business development	1	Low
Maintaining and improving the environmental quality of woodlands and trees – biodiversity and conservation	1	Low
Woodlands for People – improving the quality of life through access to woodlands, health, recreation and education initiatives, community development.	3	High

The key theme of Woodlands for People can be further broken down as follows:

Strategic Actions	Relevance to GES (0 – none, 1 – little, 2 – some, 3 – high)	Level of Priority within GES (High, Medium, Low)
<b>1. More communities benefit from woodlands</b>		
<ul style="list-style-type: none"> <li>Enhance forestry's engagement with communities.</li> </ul>	2	Medium
<ul style="list-style-type: none"> <li>Promote and support tree planting and the creation of accessible woodland in identified priority areas with appropriate ongoing maintenance.</li> </ul>	2	Medium
<ul style="list-style-type: none"> <li>Monitor and evaluate the quality of experience provided by new or improved woodlands and their impact on local quality of life.</li> </ul>	2	Medium
<ul style="list-style-type: none"> <li>Pilot new ways of getting more people, particularly from under-represented groups, involved in the creation, management and enjoyment of their local trees, woods and forests.</li> </ul>	3	High
<ul style="list-style-type: none"> <li>Encourage effective dialogue between woodland managers and community groups about community involvement in planning and managing woodlands.</li> </ul>	3	High
<b>2. More people enjoy the life-long learning benefits of woodlands.</b>		
<ul style="list-style-type: none"> <li>Develop forestry's role in education and lifelong learning.</li> </ul>	2	Medium
<ul style="list-style-type: none"> <li>Work with other education providers to offer a broad range of enjoyable and accessible woodland-based education and learning opportunities, particularly for children and young people.</li> </ul>	2	Medium
<ul style="list-style-type: none"> <li>Provide safe, well-managed woodlands as a setting for learning for all age groups.</li> </ul>	3	High

<ul style="list-style-type: none"> <li>Encourage public involvement in woodland-related learning of all kinds through schemes like the Forest Education Initiative and support for community groups.</li> </ul>	3	High
<ul style="list-style-type: none"> <li>Strengthen the links between existing learning and training initiatives in the public, private and voluntary sector to encourage life-long learning.</li> </ul>	2	Medium
<b>3. More people enjoy healthier lives as a result of use and enjoyment of woodlands</b>		
<ul style="list-style-type: none"> <li>Make access to woodlands easier for all sectors of society.</li> </ul>	3	High
<ul style="list-style-type: none"> <li>Use woodland access to help improve physical and mental health.</li> </ul>	3	High
<ul style="list-style-type: none"> <li>Provide a greater range of ways for people to enjoy woodlands.</li> </ul>	3	High
<ul style="list-style-type: none"> <li>Further develop the Forestry Commission's role as a provider of high-quality recreation, natural play and leisure experiences to a wide audience for the benefit of their health, wellbeing and personal development.</li> </ul>	3	High
<ul style="list-style-type: none"> <li>Support innovative partnership projects and joint ventures that extend the range of opportunities for both informal and more active sport and recreation in both public and private woodland.</li> </ul>	3	High
<ul style="list-style-type: none"> <li>Support communities to identify local access and recreation needs.</li> </ul>	2	Medium
<ul style="list-style-type: none"> <li>Encourage joint working with providers of health, education and social care services to promote the use of woodlands by people of all ages, appropriate to their physical and mental health needs.</li> </ul>	3	High

## Annex 2 – Employment Data\*

\*Please note that staffing data used to complete these tables covers all staff deemed to be in paid employment by the Forestry Commission, including Public Appointments, contractors, office holders, and some apprentices. As such, figures may differ from other published reports which only include people deemed as Forestry Commission staff.

Table 1. All staff in post at 31 March 2010

	Female	Male	Female %	Male %	Grand Total
England	455	740	38%	62%	1195
Scotland	257	753	25%	75%	1010
Wales	117	258	31%	69%	375
Forest Research	103	169	38%	62%	272
Business Units	67	273	20%	80%	340
Silvan House	158	164	49%	51%	322
<b>Grand Total</b>	<b>1157</b>	<b>2357</b>	<b>33%</b>	<b>67%</b>	<b>3514</b>

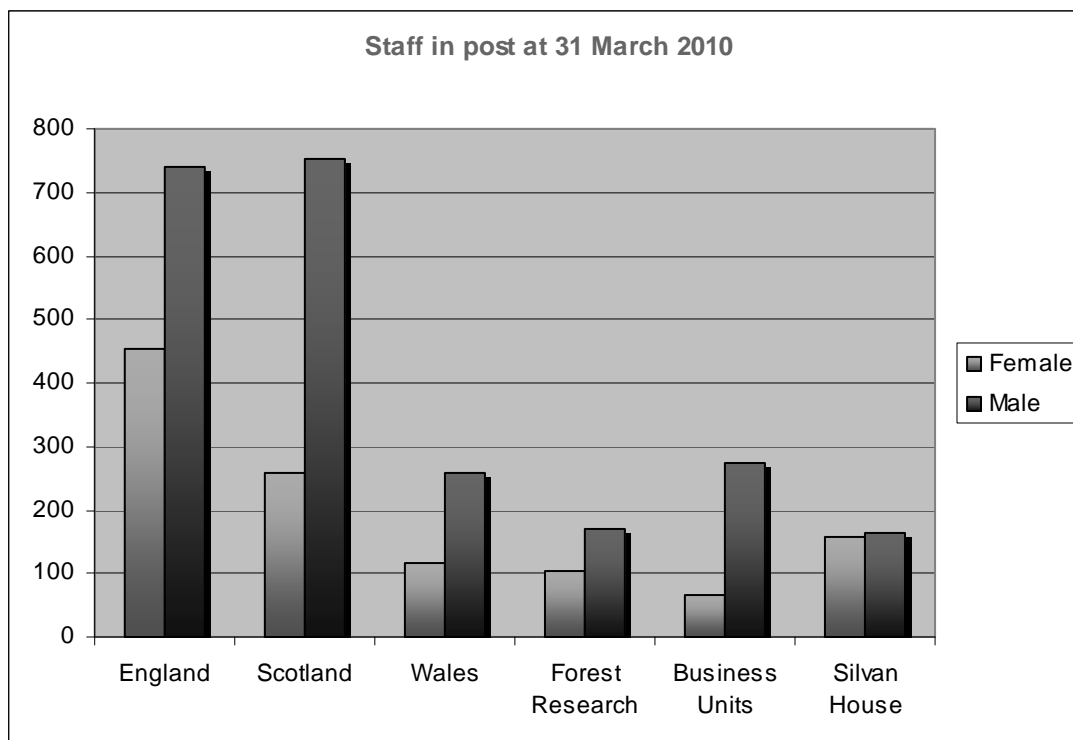


Table 2. Full time / part time split at 31 March 2010

	Female	Male	Grand Total	Female % (in Management Unit)	Male % (in Management Unit)
England Full Time	282	665		24%	56%
England Part Time	173	75		14%	6%
<b>Total England</b>			<b>1195</b>		
Scotland Full Time	175	667		17%	66%
Scotland Part Time	82	86		8%	9%
<b>Total Scotland</b>			<b>1010</b>		
Wales Full Time	81	241		22%	64%
Wales Part Time	36	17		10%	4%
<b>Total Wales</b>			<b>375</b>		
Forest Research Full Time	68	158		25%	58%
Forest Research Part Time	35	11		13%	4%
<b>Total Forest Research</b>			<b>272</b>		
Business Units Full Time	41	266		12%	78%
Business Units Part Time	26	2667		8%	2%
<b>Total Business Units</b>			<b>340</b>		
Silvan House Full Time	115	154		36%	48%
Silvan House Part Time	43	10		13%	3%
<b>Total Silvan House</b>			<b>322</b>		
	Female	Male	Grand Total	Female % (all staff)	Male % (all staff)
<b>Total Full Time</b>	<b>762</b>	<b>2151</b>	<b>2913</b>	<b>22%</b>	<b>61%</b>
<b>Total Part Time</b>	<b>395</b>	<b>206</b>	<b>601</b>	<b>11%</b>	<b>6%</b>
<b>Total staff in post</b>	<b>1157</b>	<b>2357</b>	<b>3514</b>		

Table 3. Type of contract at 31 March 2010

	Gender	Fixed Term	Permanent	Short Term Temporary	Other*	Total
England	Female	41	386	20	8	455
	Male	27	665	26	22	740
Scotland	Female	34	200	15	8	257
	Male	32	635	72	14	753
Wales	Female	6	96	13	2	117
	Male	12	230	6	10	258
Forest Research	Female	10	80	12	1	103
	Male	24	129	13	3	169
Business Units	Female	6	50	2	9	67
	Male	8	237	3	25	273
Silvan House	Female	9	141	5	3	158
	Male	9	145	6	4	164
Total	Female	106	953	67	31	1157
	Male	112	2041	126	78	2357
Grand total		218	2994	193	109	3514
		Fixed Term	Permanent	Short Term Temporary	Other	
As a % of Contract Type						
	Female	49%	32%	35%	28%	
	Male	51%	68%	65%	72%	
As a % of all staff in post at 31 March 2010						
	Female	3%	27%	2%	1%	
	Male	3%	58%	4%	2%	
As a % of gender in post at 31 March 2010						
	Female	9%	82%	6%	3%	
	Male	5%	87%	5%	3%	

\*Other includes Contractors, Office Holders, Committee Members, Part Year, Re-employed Pensioners, Secondments to FC, and Fixed Term Re-occurring.

Table 4. Pay Band (Grade) at 31 March 2010

Pay Band (Grade)	Female	Male	Grand Total	Female % in the Pay Band	Male % in the Pay Band	Female % total female staff in post	Male % total male staff in post
Chair	1	0	1	100%			
Commissioner	2	3	5	40%	60%		
Senior Staff Group 3	0	1	1		100%		
Senior Staff Group 2	0	2	2		100%		
Senior Staff Group 1A	2	6	8	25%	75%		
Senior Staff Group1	1	5	6	17%	83%		
<b>Total Senior Staff</b>	<b>6</b>	<b>17</b>	<b>23</b>	<b>26%</b>	<b>74%</b>	<b>&lt;1%</b>	<b>&lt;1%</b>
Pay Band 1	2	28	30	7%	93%		
Pay Band 2	22	92	114	19%	81%		
Pay Band 3	59	140	199	30%	70%		
<b>Total Middle Management</b>	<b>83</b>	<b>260</b>	<b>343</b>	<b>24%</b>	<b>76%</b>	<b>7%</b>	<b>11%</b>
Pay Band 4	111	294	405	27%	73%		
Pay Band 5	185	144	329	56%	44%		
Pay Band 5 (operational)	56	346	402	14%	86%		
Pay Band 6A	125	412	537	23%	77%		
Pay Band 6A (operational)	56	209	265	21%	79%		
Pay Band 6B	445	477	922	48%	52%		
Pay Band 7	60	100	160	38%	62%		
Other*	30	98	128	23%	77%		
<b>Total Other</b>	<b>1068</b>	<b>2080</b>	<b>3148</b>	<b>34%</b>	<b>66%</b>	<b>92%</b>	<b>88%</b>
<b>Grand Total</b>	<b>1157</b>	<b>2357</b>	<b>3514</b>	<b>33%</b>	<b>67%</b>		

\*Other includes Contractors, Office Holders, Committee Members, and some modern apprentices (Peninsula District only).

Table 5. Internal recruitment and promotion during 2009/10

	Gender	Total applicants	Invited to interview	Successful	% successful (within gender of applicants)	Promoted	% promoted (within gender of applicants)
England	Female	13	10	9	69%	6	46%
	Male	31	30	14	45%	7	23%
	No response	3	3	1	33%	-	-
Scotland	Female	11	5	3	27%	3	27%
	Male	29	25	11	38%	8	28%
	No response	9	2	1	11%	1	11%
Wales	Female	7	6	3	43%	1	14%
	Male	17	11	7	41%	5	29%
	No response	-	-	-	-	-	-
Forest Research	Female	10	8	1	10%	1	10%
	Male	21	12	5	24%	3	14%
	No response	-	-	-	-	-	-
Business Units	Female	2	2	2	100%	2	100%
	Male	6	3	3	50%	1	17%
	No response	-	-	-	-	-	-
Silvan House	Female	8	3	2	25%	1	13%
	Male	21	14	4	19%	4	19%
	No response	6	2	1	17%	1	17%
Total Female Applicants		51	34	20	39%	14	27%
Total Male Applicants		125	95	44	35%	28	22%
Total No response Applicants		18	7	3	17%	2	11%
Grand Total Applicants		194	136	67	35%	44	23%
Female as % of all in category		27%	25%	30%		32%	
Male as % of all in category		64%	70%	66%		64%	
No response as % of all in category		9%	5%	4%		4%	
As % all applicants			Interviewed			Promoted	
Female			17%			7%	
Male			49%			14%	
No response			4%			1%	

Table 6. External recruitment during 2009/10

	Gender	Total Applicants	Invited to Interview	Successful	Percentage interviewed (within gender of applicants)	Percentage successful (within gender of applicants)
England	Female	1281	110	31	9%	2%
	Male	1924	132	22	7%	1%
	No response	910	51	10	6%	1%
Scotland	Female	431	62	13	14%	3%
	Male	835	120	23	14%	3%
	No response	405	23	6	6%	2%
Wales	Female	80	23	6	29%	8%
	Male	127	25	3	20%	2%
	No response	46	9	3	20%	7%
Forest Research	Female	108	12	4	11%	4%
	Male	265	18	5	7%	2%
	No response	136	11	1	8%	1%
Business Units	Female	19	3	2	16%	11%
	Male	110	14	3	13%	3%
	No response	72	5	1	7%	1%
Silvan House	Female	163	17	5	10%	3%
	Male	254	19	3	8%	1%
	No response	81	5	-	6%	-
		<b>Total</b>	<b>Interviewed</b>	<b>Successful</b>		
Total Female Applicants		2082	227	61	11%	3%
Total Male Applicants		3515	328	59	9%	2%
Total No Response		1650	104	21	6%	1%
Grand Total Applicants		7247	659	141	9%	2%
Female as a percentage of all in category		29%	34%	43%		
Male as a percentage of all in category		48%	50%	42%		
No response as a percentage of all in category		23%	16%	15%		
As a percentage of all applicants			Interviewed	Successful		
Female			3%	0.8%		
Male			5%	0.8%		
No response			1%	0.3%		

Table 7. Performance Marking for year ending 31 March 2010

		Top Performer (TP)	%TP same gender in Management Unit	Good Performer (GP)	%GP same gender in Management Unit	Not Fully Effective (NFE)	Grand Totals
England	Female	71	16%	360	84%	0	431
	Male	131	19%	565	81%	2	698
England Total		202	18%	925	82%	2	1129
Scotland	Female	46	19%	194	81%	0	240
	Male	135	20%	531	79%	2	668
Scotland Total		181	20%	725	80%	2	908
Wales	Female	31	30%	72	70%	0	103
	Male	42	17%	201	82%	3	246
Wales Total		73	21%	273	78%	3	349
Forest Research	Female	27	30%	64	70%	0	91
	Male	30	20%	121	79%	2	153
Forest Research Total		57	23%	185	76%	2	244
Business Units	Female	9	14%	56	86%	0	65
	Male	39	15%	227	85%	2	268
Business Units Total		48	14%	283	85%	2	333
Silvan House	Female	30	20%	117	80%	0	147
	Male	24	16%	128	84%	0	152
Silvan House Total		54	18%	245	82%	0	299
		TP		GP		NFE	Total
As a % of the totals for Female or Male							
Female		214	20%	863	80%	0	1077
Male		401	18%	1773	81%	11	2185
As a % of all staff who received a performance marking							
Female		214	6%	863	26%		
Male		401	12%	1773	54%		
Grand Total		615	19%	2636	81%	11	3262

Table 8. Internal training Attendance 2009/10

Type of training	Gender	England	Scotland	Wales	Forest Research	Business Units	Silvan House	Grand Total
Forest Management (FM)	Female	117	136	46	10	15	7	331
	Male	396	570	175	21	62	6	1230
Operational (Ops)	Female	98	79	47	2	2	0	98
	Male	654	626	293	34	77	15	1699
Total FM and Ops	Female	215	215	93	12	17	7	559
	Male	1050	1196	468	55	139	21	2929
Information Technology (IT)	Female	27	36	15	10	5	18	111
	Male	26	39	35	2	16	5	123
Product Knowledge (PK)	Female	13	29	2	1	12	2	59
	Male	11	61	19	6	41	11	149
People Skills (PS)	Female	611	412	138	112	91	204	1568
	Male	977	934	338	201	318	205	2973
Total Other (IT,PK & PS)	Female	651	477	155	123	108	224	1738
	Male	1014	1034	392	209	375	221	3245
Female Total Events Attended		866	692	248	135	125	231	2297
Male Total Events Attended		2064	2230	860	264	514	242	6174
All Events Attended		2930	2922	1108	399	639	473	8471
Average number of training events attended for staff in post at 31 March 2010 (within management unit)								
Female		1.90	2.69	2.12	1.31	1.87	1.46	1.99
Male		2.79	2.96	3.33	1.56	1.88	1.48	2.62
All		2.45	2.89	2.95	1.47	1.88	1.47	2.41
% of all training events attended (within management unit)								
Female		30%	24%	22%	34%	20%	49%	27%
Male		70%	76%	78%	66%	80%	51%	73%
% of Forest Management and Operational events attended (within management unit)								
Female		17%	15%	17%	18%	11%	25%	16%
Male		83%	85%	83%	82%	89%	75%	84%
All		43%	48%	51%	17%	24%	6%	41%
% of Other events attended (within management unit)								
Female		56%	32%	28%	37%	22%	50%	35%
Male		44%	68%	72%	63%	78%	50%	65%

Table 9. External training Attendance during 2009/10

Type of training	Events attended		Grand total attended
	Female	Male	
Interpersonal Skills	56	55	111
Information Technology	109	62	171
Management Training	101	105	206
Personal Development	172	234	406
Technical Training	102	404	506
Grand Total	540	860	1400
		Female	Male
Average number of events attended per head of population (at 31 March 2010)		0.47	0.37

Table 10. Leavers during 2009/10

Reason for leaving	Female	Male	Female %	Male %	Grand Total
End of Casual/STT Appt	168	234	42%	58%	402
Resignation	38	42	47%	53%	80
Age Retirement	9	36	20%	80%	45
End of Fixed-Term Appt	8	9	47%	53%	17
Voluntary Redundancy	2	9	18%	82%	11
Re-employed Pensioner Retired	3	6	33%	67%	9
Dismissal	2	6	25%	75%	8
Break in Perm Part-Year Appt	4	3	57%	43%	7
Death in Service	3	4	57%	43%	7
Flexible early retirement	4	2	67%	33%	6
Compulsory Redundancy	2	2	50%	50%	4
Actuarially Reduced Retirement	2	2	50%	50%	4
End of Secondment to FC	2	1	67%	33%	3
Medical Retirement	1	2	33%	67%	3
Career Break	3	-	100%	-	3
Approved B Retirement	1	1	50%	50%	2
Transfer out of FC	1	1	50%	50%	2
Compulsory early retirement	-	2	-	100%	2
<b>Total Leavers</b>	<b>253</b>	<b>362</b>	<b>41%</b>	<b>59%</b>	<b>615</b>
<b>Proportion of Staff in Post at 31 March 2010</b>			<b>33%</b>	<b>67%</b>	

Table 11. Discipline cases during 2009/10

Hearing	Investigation	Appeal	Penalty	Gender	
Yes	Yes		Final written warning		Male
Yes		Yes	Temp downgrading		Male
Yes			Final written warning		Male
Yes	Yes		Nil		Male
Yes			Final written warning		Male
	Yes		Nil		Male
Yes			Final written warning		Male
Yes			Written warning		Male
Yes			Written warning		Male
Yes	Yes	Yes	Nil		Male
Yes			Written warning		Male
Yes			Final written warning		Male
			Written warning		Male
Yes			Noted verbal warning		Male
Yes			Written warning		Male
Yes			Noted verbal warning		Male
			Resignation before investigation	Female	
Yes		Yes	Nil		Male
Yes			Written warning		Male
				Female	Male
<b>Total</b>				<b>1</b>	<b>18</b>
<b>% of all disciplined</b>				<b>5%</b>	<b>95%</b>
<b>% of all staff in post 31 March 2010</b>				<b>33%</b>	<b>67%</b>

Table 11a. Grievance cases during 2009/10

Informal Meeting	Writing	Hearing	Upheld	Appeal	Gender	
	Yes	Yes	No			Male
	Yes	Yes	No	Yes	Female	
Yes			Withdrawn			Male
	Yes	Yes	No	Yes		Male
	Yes	Yes	Partially	Yes	Female	
	Yes	Yes	Partially			Male
Yes	Yes	Yes	Suspended			Male
	Yes	Yes	Withdrawn		Female	
	Yes	Yes	No	Yes	Female	
	Yes	Yes	No	Yes	Female	
	Yes	Yes	No	Yes	Female	
	Yes	Yes	No	Yes	Female	
					Female	Male
<b>Total</b>					7	5
% of all grievances raised					58%	42%
% of all staff in post 31 March 2010					33%	67%

Table 12. Work Pattern for staff in post 31 March 2010

Working Pattern	England		Scotland		Wales		Forest Research		Business Units		Silvan House		Total by gender		Grand Total
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	
Five weekdays	285	631	198	679	88	245	84	159	57	270	155	281	838	2139	2977
Annualised Hours	23	7	1	-	2	-	-	-	-	-	3	11	34	10	44
Rostered	82	66	16	59	14	8	1	-	1	1	2	2	116	136	252
One weekday	6	2	-	1	-	1	1	1	-	-	-	-	9	3	12
Two weekdays	1	5	2	-	-	1	2	2	-	1	1	-	6	9	15
Three weekdays	32	8	20	5	7	2	8	2	9	-	11	1	87	18	105
Four weekdays	23	3	14	1	5	-	6	4	-	1	8	2	56	11	67
Other working patterns	3	18	6	8	-	2	1	1	-	-	2	1	12	30	42
Total not working a standard 5 day week															
	170	109	59	74	28	14	19	10	10	3	27	17	320	217	537
Grand total	455	740	257	753	116	259	103	169	67	273	182	298	1158	2356	3514
	England		Scotland		Wales		Forest Research		Business Units		Silvan House		Total by gender		Grand Total
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	
Those not working a standard 5 day week (as a % of same gender staff in management unit)															
	37%	15%	23%	10%	24%	5%	18%	6%	15%	1%	15%	6%	28%	9%	15%
Those not working a standard 5 day week (as a % of all staff in management unit)															
	14%	9%	6%	7%	8%	4%	7%	4%	3%	1%	8%	5%	28%	9%	

## Annex 3 – Equal Pay Data

Quantitative information extracted from the end of March 2010 payroll shows that the single figure difference between the median hourly earnings of men and women is **16.3%**. The median salary figure for all female employees is £ 21,966 pa (**£ 11.42 per hour**), and for men is £ 25,551 pa (**£ 13.28 per hour**). This shows an improvement towards equal pay for men and women, as in 2009 the single figure difference between the median hourly earnings of men and women was **21.8%**. The median salary figure for all female employees was £ 19,629 pa (**£ 10.20 per hour**), and for men was £ 23,914 pa (**£ 12.43 per hour**)

The difference between the average basic salary and total average earnings of men and women in each pay band is shown in the Table 13 and Table 14 below:

Table 13. Average Salary by Grade

Pay Band	Average Salary 2008/09			Average Salary 2009/10		
	Female	Male	Diff.	Female	Male	Diff.
<b>SSG1/1A</b>	£ 65,238	£ 71,165	<b>8.3%</b>	£ 66,596	£ 72,305	<b>7.9%</b>
<b>PB1</b>	£ 59,520	£ 60,046	<b>0.9%</b>	£ 60,413	£ 60,833	<b>0.7%</b>
<b>PB2</b>	£ 48,026	£ 49,543	<b>3.1%</b>	£ 49,769	£ 50,852	<b>2.1%</b>
<b>PB3</b>	£ 38,003	£ 39,761	<b>4.4%</b>	£ 38,908	£ 40,642	<b>4.3%</b>
<b>PB4</b>	£ 31,324	£ 32,518	<b>3.7%</b>	£ 31,823	£ 32,919	<b>3.3%</b>
<b>PB5(Op)</b>	£ 27,528	£ 29,043	<b>5.2%</b>	£ 27,918	£ 29,781	<b>6.3%</b>
<b>PB5</b>	£ 24,362	£ 24,487	<b>0.5%</b>	£ 24,949	£ 25,049	<b>0.4%</b>
<b>PB6a(Op)</b>	£ 23,001	£ 23,869	<b>3.6%</b>	£ 24,250	£ 25,236	<b>3.9%</b>
<b>PB6a</b>	£ 20,343	£ 21,641	<b>6.0%</b>	£ 21,389	£ 22,364	<b>4.4%</b>
<b>PB6b</b>	£ 18,194	£ 18,243	<b>0.3%</b>	£ 18,597	£ 18,696	<b>0.5%</b>
<b>PB7</b>	£ 13,985	£ 13,499	<b>-3.6%</b>	£ 14,321	£ 14,123	<b>-1.4%</b>
<b>All</b>	£ 22,950	£ 26,292	<b>12.7%</b>	£ 24,066	£ 27,432	<b>12.3%</b>

**Table 14. Total Average Earnings by Grade**

Pay Band	Total Average Earnings 2008/09			Total Average Earnings 2009/10		
	Female	Male	Diff.	Female	Male	Diff.
<b>SSG1/1A</b>	£ 67,572	£ 71,165	<b>5.0%</b>	£ 68,929	£ 72,305	<b>4.7%</b>
<b>PB1</b>	£ 59,520	£ 60,326	<b>1.3%</b>	£ 60,413	£ 61,614	<b>2.0%</b>
<b>PB2</b>	£ 49,032	£ 50,226	<b>2.4%</b>	£ 50,352	£ 51,126	<b>1.5%</b>
<b>PB3</b>	£ 38,804	£ 40,925	<b>5.2%</b>	£ 39,115	£ 41,936	<b>6.7%</b>
<b>PB4</b>	£ 32,334	£ 33,514	<b>3.5%</b>	£ 32,645	£ 34,135	<b>4.4%</b>
<b>PB5(Op)</b>	£ 27,743	£ 29,289	<b>5.3%</b>	£ 28,150	£ 29,938	<b>6.0%</b>
<b>PB5</b>	£ 25,045	£ 26,142	<b>4.2%</b>	£ 25,656	£ 26,658	<b>3.8%</b>
<b>PB6a(Op)</b>	£ 23,179	£ 24,145	<b>4.0%</b>	£ 24,395	£ 25,551	<b>4.5%</b>
<b>PB6a</b>	£ 20,847	£ 24,497	<b>14.9%</b>	£ 21,881	£ 24,979	<b>12.4%</b>
<b>PB6b</b>	£ 18,686	£ 19,452	<b>3.9%</b>	£ 18,933	£ 19,719	<b>4.0%</b>
<b>PB7</b>	£ 14,524	£ 13,938	<b>-4.2%</b>	£ 14,977	£ 14,675	<b>-2.1%</b>
<b>All</b>	£ 23,495	£ 27,549	<b>14.7%</b>	£ 24,546	£ 28,561	<b>14.1%</b>

## Annex 4 – Gender Equality Scheme Action Plan

	Objective	Responsible people	Timescales	Progress
<b>Data and Evaluation</b>				
1.	Review information/ data /processes available to assess impact of relevant policies and practices on gender and gender identity equality.	Diversity Manager with Business Managers, HR Policy, Learning and Development	Ongoing	Within the Forestry Commission we reviewed, updated and republished our internal guidance on Equality Impact Assessments (EqIA's) in January 2009. We will continue to promote the requirement to consider and undertake EqIA's throughout the organisation by ensuring regular promotion in staff media, incorporating details in to relevant training and seeking commitment from Senior Managers.
2.	Collect/analyse evidence on the impact of key policies (current and proposed) on men and women, including transsexual people, and build in impact assessment to review/development process	Senior Managers, HR Business Partners, Diversity Manager, Business/Policy Managers	Ongoing	Senior Managers have agreed a prioritised list of key policies, both current and proposed, that will be EqIA'd. Progress on completion of the EqIA's will be monitored by the Diversity Team, who will continue to update the Diversity Technical Group on progress and potential issues.
3.	Review processes for consultation with managers, stakeholders, trade unions and employees on gender and gender identity equality objectives and	Diversity Manager with HR Business Partners and Business Managers	Ongoing	As a Government department the Forestry Commission complies with the current guidance, administered by the Department for Business, Innovation and Skills, on consultation and engagement. Our revised EqIA guidance published in January 2009 also contains information on how to conduct involvement and consultation activity. Additional guidance is also being developed in partnership with our Social Research Group (Forest Research) and will be

	Objective	Responsible people	Timescales	Progress
	evaluation			available in 2011. We will continue to ensure that guidance remains up to date, reflects all protected characteristic groups, and applicable to the requirements of the business.
4.	Publish results of information gathering on progress against equality objectives and the use to which the information has been put in the Forestry Commission.	Diversity Manager with Directors/Chief Executives and HR Director	June 2011	We will assess and provide an update in our annual Gender Monitoring report on outcomes and progress against our action plans, or as required following the introduction of new equalities legislation.
<b>Policy Development, Business Planning, Reporting</b>				
5.	Establish ways in which equality impact assessments and equality actions can be built into review and development of new/current policies/programmes and business planning.	Senior Managers, HR Business Partners, Diversity Manager, Business/Policy Managers	Ongoing	Within the Forestry Commission we reviewed, updated and republished our internal guidance on Equality Impact Assessments (EqIA's) in January 2009. We will continue to deliver Diversity Training to staff through our induction programme for new entrants, and Learning & Development programme. As other guidance/policy documentation is reviewed we will also ensure diversity and equality is reflected, where relevant.
6.	Establish ways in which the Gender Equality Scheme outcomes can be assessed for annual reporting and ensure reporting process is set up.	Senior Managers, HR Business Partners, Diversity Manager, Business/Policy Managers	June 2011	We will assess and provide an update in our annual Gender Monitoring report on outcomes and progress against our action plans, or as required following the introduction of new equalities legislation.

	Objective	Responsible people	Timescales	Progress
<b>Information and Communication</b>				
7.	Review the provision of information and reporting on gender and gender identity equality issues (internally and externally) and consider need for new communication methods/tools.	Diversity Manager	Ongoing	The Forestry Commission will continue to review and revise communication strategies as required. This will include ensuring that feedback from customers, stakeholders and staff is considered and incorporated in to future developments and action plans, where relevant. We will also continue to collect/analyse information on our recruitment strategies to ensure that we actively promote and encourage applicants from all diverse groups to consider a career with us.
8.	Identify relevant stakeholders for new projects where gender may be relevant and devise methods of involvement and consultation. Share best practice across Countries.	FDMS / Conservators / FM Directors. Relevant Policy Managers. Recreation / Access / Social Forestry / Community Forest Mangers. Guidance from Diversity Manager	Ongoing	At a national and local level we have developed lists of relevant stakeholders for inclusion in formal and informal consultation and involvement activities. We regularly review demographic information to ensure that we include customers, staff and stakeholders from all sectors of the communities we serve, and update our lists to reflect any changes or new groups. We actively encourage our people to share good practice and findings from consultation across the organisation to inform current and future policy development, and provide evidence for EqIA's. We will continue to ensure that information is updated to reflect demographics.
<b>Community Engagement, Forestry Grants and Recreation/Access Development</b>				
9.	Prepare summary of stakeholder engagement in Forestry Commission projects		Ongoing	The Forestry Commission will continue to provide feedback and respond to stakeholder engagement, details of which can be found on our website in summaries of published EqIA's and consultation activities.

	Objective	Responsible people	Timescales	Progress
10.	Continue to encourage and support our National, Regional and local teams to provide initiatives that promote gender and gender identity equality, and tackle other issues such as improving health, wellbeing and social inclusion.	Diversity Team Country Management	Ongoing	Through delivery of our Forest Strategies we will continue to deliver initiatives that support our goal of providing opportunities for all. We will continue to work in partnership with individuals, relevant organisations and representative groups to ensure that we engage with and include people from all diverse groups, particularly those identified as underrepresented through demographic analysis.
<b>Statistics and Surveys</b>				
11.	Review current statistical surveys and scope for further gender analysis, including gender identity, in relevant surveys.	Diversity Manager with Statistician and relevant professionals	Ongoing	We will continue to ensure that relevant statistical surveys include protected characteristics of participants, enabling us to monitor feedback and analyse whether any particular group has any barriers to using our services, or considering us as a potential employer.
12.	Maintain Public Opinion Surveys of Forests.	Local Managers and Statisticians	October 2011	The biennial household-based Public Opinion of Forestry survey will continue to measure the opinions of the public to forestry and forestry-related issues.
13.	Set up arrangements for publishing results of assessments, consultations and monitoring.	Directors/Chief Executives, Business Partners and Diversity Manager	Ongoing	Our external website is utilised to publish the results of assessments, consultations and monitoring. We will continue to monitor feedback from users to ensure it continues to meet our requirements, and will review the contents regularly to ensure they remain up to date and relevant.

	Objective	Responsible people	Timescales	Progress
<b>Employment</b>				
14.	<p>Review and improve processes (where needed) for collecting equality/gender employment data in the areas of:</p> <ul style="list-style-type: none"> <li>• Internal and external post filling / promotion</li> <li>• Training and Development</li> <li>• Retention and resignation</li> <li>• Formal Grievance and disciplinary actions</li> <li>• Performance management / assessment</li> <li>• Exit interviews</li> <li>• Caring responsibilities</li> </ul>	<p>Diversity Manager with HR Services Manager / e-HR System Manager / HR Policy Managers</p>	Ongoing	<p>To ensure that our processes for collecting equality/gender employment data have remained fit for purpose we have, in conjunction with policy/process owner, undertaken a programme of reviews to ensure new systems development remain compliant and capable of collecting and reporting relevant data. This has included: -</p> <ul style="list-style-type: none"> <li>• Ensuring our new E-Recruitment system captures and reports self-declared data on gender and transgender applicants, for both internal and external vacancies;</li> <li>• Ensuring the procurement exercise for a new system of recording and maintaining staff records, which include pay, training, performance management, etc, includes a requirement to enable recording and extraction of data in relation to equality strands.</li> </ul> <p>Over the next 12 months we will continue with this review to incorporate the remaining policy areas.</p> <p>We will also to continue to promote to all staff and managers the importance of declaring and recording personal protected characteristic information to support our goal of embedding diversity within the organisation.</p>
15.	<ul style="list-style-type: none"> <li>• Incorporate new equality requirements (e.g. impact assessments) into relevant management and operational</li> </ul>	<p>Learning and Development Manager, Diversity Manager, Relevant Business Managers,</p>	Ongoing	<ul style="list-style-type: none"> <li>• We will continue to deliver courses on diversity specific training to all new entrants and those who change job role, as well as incorporating elements of diversity in to other training events, where relevant.</li> <li>• This will particularly highlight both individual and organisation responsibilities in meeting the general and specific duties of diversity legislation.</li> </ul>

	Objective	Responsible people	Timescales	Progress
	training, to ensure employees have the understanding and skills to carry out specific duties.	Social Forestry Policy Mangers		
16.	Ensure all managers have information on Equality legislation and their duties under the Schemes.	Chief Executives and Directors, HR Business Partners, Diversity Manager	Ongoing	<p>We will continue to review and update guidance and support materials to meet the needs of our staff. Over the next 12 months we intend to provide additional materials on: -</p> <ul style="list-style-type: none"> <li>• Managing staff with disabilities;</li> <li>• Sexual Orientation;</li> <li>• Religion and Belief;</li> <li>• Gender Identity; and,</li> <li>• Gypsies and Travellers.</li> </ul> <p>A rolling programme to update all HR guidance includes the requirement for relevant equality and diversity legislation and practices to be imbedded in to the revised guidance.</p> <p>We will use feedback from staff to identify any areas where additional information and/or support are required, and produce materials accordingly.</p>
17.	Explore scope for delivering equality training at national and local levels.	Social Forestry Managers, Head of Learning and Development, Diversity Manager / HR Business Partners	Ongoing	<ul style="list-style-type: none"> <li>• The Forestry Commission has delivered an extensive Diversity Training package to all employees over the past 18 months, tailoring the training to address the job role held by the individual.</li> <li>• We will continue to deliver courses on diversity specific training to all new entrants and those who change job role, as well as incorporating elements of diversity in to other training events, where relevant.</li> </ul>
18.	Review of recruitment and internal selection and post filling	Diversity Manager and HR Policy	July 2010, then ongoing	Our HR Policy Team is currently undertaking a review of all policy and procedure documentation to ensure it is up to date, and incorporates relevant equality legislation.

	Objective	Responsible people	Timescales	Progress
	processes / policies for potential impact on gender equality and develop new approaches where required.	Managers and Head of HR Services		This review will include our recruitment and internal selection and post filling processes / policies. We will also use monitoring information to regularly analyse and highlight any inequalities in our recruitment and selection processes.
19.	Review job advertisements with the aim of reducing any perception of occupational segregation.	Diversity Manager and HR Policy Managers and Head of HR Services	December 2010	Our HR Policy Team is currently undertaking a review of all policy and procedure documentation to ensure it is up to date, and incorporates relevant equality legislation. This review will provide guidance and support to managers on how to create and place adverts that encourage all diverse groups to consider a career with the Forestry Commission. We will continue to work with managers to ensure that Genuine Occupational Requirements are applied to posts correctly, and that flexible working opportunities are promoted.
20.	Review promotion of 'gender friendly' careers in forestry and links with university forestry departments and schools (e.g. non-traditional work experience placements).	Diversity Manger with HR colleagues and Business Partners	Ongoing	Across the Forestry Commission we have actively endeavoured to challenge perceptions of potential careers within the forestry sector. We have undertaken activities in schools, colleges, universities and jobs fairs to promote the varying career opportunities available, as well as placing advertorials in various media and updating information on our website. To ensure that we attract the best candidates from across all protected characteristic groups we will continue to review and update our approach to promotion of available careers.
21.	Review the following potentially 'high impact' policies / terms and identify if new approaches / policies are needed: <ul style="list-style-type: none"> <li>Annual Leave policies</li> </ul>	Policy Team with Diversity Manager and Learning and Development Manager	Ongoing	Our HR Policy Team is currently undertaking a review of all policy and procedure documentation to ensure it is up to date, and incorporates relevant equality legislation. We have already completed the reviews of Succession Planning, Annual leave, and flexible working policies, and are in the final stages of the review of our Harassment & Bullying policy. A high level review of our Learning & Development Policies, which includes management development programmes, has

	Objective	Responsible people	Timescales	Progress
	<ul style="list-style-type: none"> <li>• Flexible working policies and practices, with the aim of encouraging greater use of options for male and females at front line / operational and middle manager levels.</li> <li>• Harassment and Bullying policy</li> <li>• Succession Planning (including looking at the barriers to advancement of women)</li> <li>• Data protection, and confidentiality and privacy, particularly in relation to gender identity.</li> <li>• Assessing impact of mentoring and management development programmes.</li> </ul>			also been undertaken. As part of the outcomes from this review we are now investigating opportunities for operating a reverse mentoring scheme for all staff, and introduced a development programme for Senior Leaders of the future. We will provide an update from both these activities in our annual monitoring report.
22.	<ul style="list-style-type: none"> <li>• Continue Equal Pay Audits, and review the pay system</li> </ul>	HR Pay Policy Team	<ul style="list-style-type: none"> <li>• June 2011</li> </ul>	<ul style="list-style-type: none"> <li>• We will continue to undertake Equal Pay audits, and provide enhanced reports, as defined by the EHRC, in our annual monitoring reports.</li> </ul>

	Objective	Responsible people	Timescales	Progress
	data for potential differential impact in its operation and develop new processes / policies where differential impact is apparent.			<ul style="list-style-type: none"> <li>Also, we will ensure that addressing the gender pay gap is an ongoing requirement of our pay negotiations.</li> </ul>
23.	<ul style="list-style-type: none"> <li>Determine if there are barriers based on gender, including gender identity, in access to and take up of training and professional development opportunities.</li> </ul>	Learning and Development Manager, Diversity Manager.	June 2011	<p>Monitoring of training data shows that delivery of training reflects the demographic distribution of the organisation.</p> <ul style="list-style-type: none"> <li>We will continue to review training activity, both internal and external, and provide details of our analysis in our annual monitoring reports.</li> </ul>
24.	Monitor all contract types and investigate further should any ongoing trends start to appear, to ensure that there is no gender or gender identity bias.	Diversity Team	June 2011	Analysis of contract types will continue to be undertaken and reported on through our annual monitoring reports to identify any gender or gender identity bias.
25.	Monitor results of statistical analysis carried out to establish whether or not those people who take Career breaks, women who take Maternity breaks and	Diversity Team with Statistics and Economics Team	October 2010	Due to the small numbers of staff who have historically taken Career breaks, Maternity breaks and/or who work Flexible Working Hours we have not been able to undertake a full statistical analysis. We will therefore seek further advice from our Statistical Team on amending our approach and will provide an update on progress and outcomes in our annual monitoring report.

	Objective	Responsible people	Timescales	Progress
	those who work Flexible Working Patterns, have equality of opportunity in career progression.			
26.	Continue to provide health advice to all employees, including gender and gender identity specific problems e.g. awareness campaigns about prostate cancer, mental ill health, etc.	People Support	Ongoing	Our People Support team will continue to promote and provide support on providing health advice to all employees. We will work with relevant health professionals and devolved governments to identify and progress relevant health initiatives, as well as issues identified through staff feedback. Progress will be included in our annual monitoring reports
<b>Procurement</b>				
27.	Review current contract / procurement processes / documentation to ensure that they reflect relevant equality provisions.	Head of Procurement	Ongoing	As we have developed our procurement processes we have ensured that requirements of diversity legislation are incorporated, and reflect expectations of equality provisions through our contracted suppliers. We will continue to monitor contractors to ensure they remain compliant and promote equalities of opportunity in delivering their services.
28.	Consider needs of female operational staff in review of protective and heavy-duty clothing.	Head of Procurement and Work Clothing Group	Winter 2010	The initial tendering exercise to supply new corporative clothing is now complete. Potential suppliers will be given the opportunity to submit a final bid, based on feedback received from staff engagement. The chosen supplier will the have their products tested by operational staff over a 6 month period prior to the full contract being let.

	Objective	Responsible people	Timescales	Progress
				A separate tendering exercise will begin later in 2010 to procure protective and heavy duty clothing, taking the requirements of female staff in to consideration. We will continue to update progress in our annual monitoring reports.
29.	Ensure procurement guidance for managers is updated where required to reflect equality legislation.	Head of Procurement	March 2011	Our Procurement guidance is in the process of being reviewed and rewritten and will incorporate equality and diversity legislation and best practice. Our Internal Diversity Staff Forum will be asked to provide input to and quality assurance of documentation and supporting products. We will continue to update progress in our annual monitoring reports.