



THE FORESTRY COMMISSION'S GENDER EQUALITY SCHEME

Annual Monitoring Report 2008

Background on the Forestry Commission's Structure

The Forestry Commission (FC) is the Government department responsible for the protection and expansion of Britain's forests and woodlands.

Forestry is a devolved subject and the FC answers separately to Ministers in England, Scotland and Wales. The Secretary of State for the Environment, Food and Rural Affairs has responsibility for forestry in England as well as certain activities such as international forestry affairs that remain reserved by Westminster. Scottish Ministers have responsibility for forestry in Scotland and the Welsh Assembly Government has responsibility for forestry in Wales.

Forestry Ministers meet at least once a year to address topical issues of interest to all countries. The Forestry Ministers' Group also seeks to reach a common position on reserved matters or 'cross border' topical issues, including international forestry issues and other matters (such as forestry taxation and plant health) which are for the UK Government.

Forestry Commission England, Forestry Commission Scotland and Forestry Commission Wales report directly to their appropriate Minister, providing advice on policy and implementing that policy within the relevant country. This devolved structure allows the FC to focus more clearly on delivering the policies of the individual Governments while still having the ability to take a GB-wide approach to 'cross-border' issues.

The FC has a Board of Commissioners with duties and powers prescribed by statute, consisting of a Chairman and up to ten other Forestry Commissioners, including its Director General, who are appointed by the Queen on the recommendation of Ministers. The Commissioners' programmes to deliver each country's forestry strategy are set out in Corporate Plans for England, Scotland and Wales. These programmes are directed and financed by the three administrations to which the FC is directly accountable.

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

The FC also has three executive agencies that work to targets set by Commissioners and Ministers:

- Public forests, woodlands and other lands in England and Scotland are managed by Forest Enterprise agencies on behalf of the FC in that country.
- Forest Research is a GB-wide agency that aims to deliver high-quality scientific research and surveys, to inform the development of forestry policies and practices, and promote high standards of sustainable forest management.



Ministers have agreed that, whilst most of the FC's work is now done at country level, a number of the FC's functions would be funded directly by Westminster and operated on a cross-GB basis by Corporate and Forestry Support Division. In this GB role, the FC provides advice and support to the UK Government and to the devolved administrations in Scotland and Wales on the standards for sustainable forest management and encourages good forestry practice. In addition, as the FC operates across GB, central support services such as HR are provided to the entire organisation on a GB basis.

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

The FC's Mission and Values

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

The objective of the FC GB is to take the lead, on behalf of all three administrations, in the development and promotion of sustainable forest management and to support its achievement nationally.

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.

Forests and woods can contribute so much to our nation. The FC delivers practical programmes to make sure that communities and individuals can get the most from them.

The FC is constantly looking for ways to share its knowledge, plan activities and develop new initiatives to provide benefits for the economy and for health and wellbeing.

The FC works with a whole 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.



FC responsibilities span research, commercial timber production, sustainability programmes and policy, as well as learning and leisure.

The FC's 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

Forestry Commission's People Strategy

The Strategy demonstrates the FC's commitment to people and how it will attract, manage and develop them over the next three to five years.

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

The People Strategy outlines:

- A fair and consistent approach in dealing with people; and
- A framework for ensuring that we meet FC goals of effective HR practices, demonstrating diversity, developing the leaders of the FC's future and refreshing the organisation through mobility.

The People Strategy has the following high-level goals:

- to demonstrate excellence in the leadership and management of people
- to support people in their professional and personal development and improve organisational performance
- 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.-

The Gender Equality Duty

The Equality Act 2006 created what is known as the 'gender duty' on all public organisations and government departments.

The General Duty requires public bodies to:

- eliminate unlawful discrimination and harassment; and
- promote equality of opportunity between women and men.



To support progress in delivering the general duty there are the following specific duties:

- to prepare and publish a gender equality scheme, showing how we will meet our general and specific duties, and setting out gender equality goals in an action plan;
- in formulating overall goals, to consider the need to include objectives to address the causes of any gender pay gap that exists (such as occupational segregation and promotion rates);
- to assess the impact of current and proposed policies and activities on gender equality;
- to gather and use information on how our policies and practices affect gender equality in the workforce and in the delivery of services;
- to consult stakeholders (i.e. employees, service users, trade unions etc) in the development of the scheme and take account of relevant information in order to determine equality objectives;
- to implement the actions set out in the scheme within three years, unless it is unreasonable or impracticable to do so; and
- to report every year on progress and review the scheme at least every 3 years.

As part of the duty, public authorities are required to have due regard to the need to eliminate unlawful discrimination and harassment in employment and vocational training for people who have undergone, intend to undergo, or are undergoing, gender re-assignment.

Further, organisations covered by the duty are required to be pro-active in their Gender Schemes. They must demonstrate that they treat men and women equally rather than waiting to react to complaints of discrimination or harassment.

The FC's Gender Equality Scheme

The FC's first Gender Equality Scheme was published in April 2007 and is available here (insert hyperlink). This outlines the FC's commitment to both the general and specific Gender Equality Duties.

The Scheme also outlines details how the FC will:

- address the requirements of the Gender Equality Employment Duties;
- provide services and initiatives that will embrace diversity and promote equality of opportunity; and
- meet both the general and specific duties of the Gender Equality Duty

The FC's Gender Equality Annual Monitoring Report 2008

The purpose of this report is to outline the progress made and to highlight some examples of good practice through various initiatives undertaken during 2007-08.

As required by law this is the FC's 2008 Annual Monitoring report that will be published on the FC's web-site as well as the Intranet. A hard copy will be submitted by registered mail to the Equality & Human Rights Commission.



Gender Equality Employment Monitoring Duty Statistics

Tables (1 - 11) provide a comprehensive gender picture of the Forestry Commission with analysis as appropriate. They are included in appendix 1 of this report.

Progress Against the Gender Equality Scheme Action Plan

Progress against actions outlined within the existing Gender Equality Action Plan has been focused on addressing equal pay issues and widening the opportunity for flexible working arrangements as outlined in Appendix 2.

To that end, a Diversity Team was appointed in March 2008 to address these issues and a Diversity Manager recruited externally with relevant skills, knowledge and experience.

Appendix 1 details actions that the Forestry Commission will undertake in order to pro-actively drive forward the gender equality duty ethos.

Gender Equality Initiatives

Appendix 3 of this report highlights examples of Gender Initiatives undertaken by the Forestry Commission.

Gender Recreation Statistics

The FC carries out a GB Public Opinion of Forestry Survey every two years. Part of that survey examines the use of our woodlands for recreation and leisure. In the last survey in 2007, for questions relating to access and recreation, the following response were received by gender:

	Male	Female
In the last few years, have you visited forests or woodlands for walks, picnics, or other recreation? % those responding 'Yes'	78%	76%

The FC also carries out many local surveys on our activities, including recreation. These are available on our web-site.

Summary

This report detailing employment monitoring data and progress in meeting the general and specific Gender Equality Duties supports the FC's aim of mainstreaming equality of opportunity and diversity of workforce.

As required by the Gender Equality Duty this annual progress report will be published on the FC's intranet and internet with a hard copy being sent to the Equality & Human Rights Commission.



Alternative Formats & Contact Details

You can get this publication on tape, in large print and various other formats by contacting us at the address below. In addition, contact the address below for information on language translations, additional copies or to arrange to speak to the Diversity Manager who can explain any areas of the publication that you would like clarified.

You can contact Lesley Crozier, the Diversity Manager at:

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Actions required as a result of the analysis to Tables 1-11 contained in Appendix 1

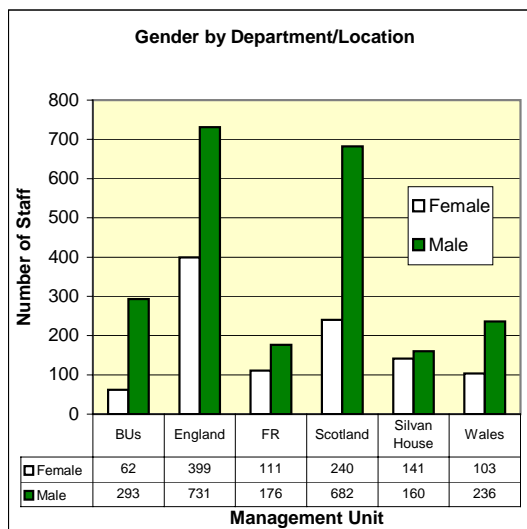
As a result of analysis detailed at the end of tables 1 – 11, the Forestry Commission will be taking action on the following:

1. Review the impact of our Human Resource internal policies as well as recruitment, selection and appraisal processes in order to ensure that the needs of both women and men are fully reflected.
2. Through the staff survey continue to address stereotyping within the forestry industry by widening the field of applicants for traditional male roles such as foresters/recreation rangers.
3. Ensure that employees are aware that discrimination and inequality practices will not be condoned, and that interview and management training addresses these issues.
4. Work towards ensuring that women are fairly represented at all levels within the organisation. This will include a structured succession planning exercise.
5. Through the Pay and Reward Strategy, which includes reducing pay progression within salary bands and harmonisation of maternity and paternity rules with other government departments that the income gap between men and women is closed.
6. Ensure that women are fairly represented on internal Equality & Diversity Forums.
7. Ensure that in all areas of service planning and provision women and men are represented fairly and equally through supporting initiatives as outlined at Appendix 3 and sharing best practice e.g. Our Learning and Development team are looking into ensuring childcare facilities are available for Forestry Commission training courses.
8. Work with our Learning & Development colleagues as to how training applications are made, and on how information can be collected on locally arranged external training.

Gender by Department/Location

Table 1

	Female	Male	Total
BUs	62	293	355
England	399	731	1130
FR	111	176	287
Scotland	240	682	922
Silvan House	141	160	301
Wales	103	236	339
Grand Total	1056	2278	3334



Analysis

These figures clearly show that on 31 March 2008 the Forestry Commission had in total 3334 staff, 1056 (32%) female, 2278 (68%) male. This gender split reflects national trends in public organisations. Nationally, it is considered that action is required whereby more women can enter/re-enter the workplace and nationally it is considered that revision of the welfare system can help achieve this by ensuring that there is enough quality, affordable childcare; sufficient paid leave for both mothers and fathers; and a social care system that supports independent living.

The Forestry Commission can play a positive part in this change by ensuring that its image for recruiting new employees overcomes the existing stereotypical idea that only men work in forestry, and that for existing employees its internal Human Resource policies meet the needs of both women and men. Recent international and national studies¹ and analysis indicates that forestry 'continues to be a men's world' and although progress has been made a gender imbalance persists. However, recent analysis shows that in spite of a decline in the number of women studying forestry, the Forestry Commission has increased the number of women recruited as Forest Officers in recent years. Improvements can also be seen in the Graduate Recruitment Scheme (3 of the 4 graduates are female), Equal Pay Statement and participation in Leaders Unlimited (both participants are female).

In order to make further positive changes we must first understand what the needs of each group are. To do this we will ask specific questions of existing employees in this year's staff survey which once analysed may result in the need for revision in Human Resource policies.

Source¹: "Report of the 2001 Seminar on 'The role of Women in the forestry sector in Europe and North America'." and "A study from 2000 by Patricia Tomlin on 'Professional Women Foresters in the Forestry Commission'."

Gender by Department/Location and FT/PT Contract Split

Table 2

	FT = Full Time PT = Part Time	Female	Male	Total
Business Units	FT	654	286	940
	PT	23	7	30
England	FT	229	667	896
	PT	170	64	234
Forest Research	FT	74	168	242
	PT	37	8	45
Scotland	FT	154	653	807
	PT	86	29	115
Silvan House	FT	92	153	245
	PT	49	7	56
Wales	FT	66	226	292
	PT	37	10	47
Total	FT	654	2153	2807
	PT	402	125	527

Analysis

The data shows that of the 1056 women employed, 654 (62%) are employed on a full-time basis, 38% part-time. The pattern for male employees is that of the 2278 males employed, 94% are on a full-time basis with 6% employed on a part-time basis.

This gender employee split reflects the national position where traditionally women are the 'mother and primary carer' and subsequently work in part-time, and sometimes lower paid jobs.

Further, in an industry such as forestry, gender stereotyping will have contributed to the statistics detailed above. This is a problem in the forestry industry, but in order to tackle stereotypical images to ensure that more women can achieve their full potential in this area, the Forestry Commission have introduced a range of family-friendly policies. The success of this is reflected in the number of female employees who have taken advantage of these opportunities, as outlined in Table 11.

Gender by Department/Location & Contract Type

Table 3

	Contract Type	Female No.	Female %	Male	Male %	Total
Business Units	FTA	2	0.2	7	0.3	9
	PER	47	4.4	238	10	285
	PYA	7	0.7	26	1.1	33
	REMP	1	0.1	5	0.2	6
	STTA	5	0.5	17	0.7	22
England	CAS			1	0.04	1
	CONTRACT	3	0.3	4	0.2	7
	FTA	34	3.2	30	1.3	64
	OFH	3	0.3	8	0.3	11
	PER	337	32	646	28	983
	PYA			3	0.1	3
	REMP	1	0.1	7	0.3	8
	STTA	21	2	32	1.4	53
Forest Research	FTA	14	1.3	23	1	37
	PER	89	8.4	144	6.3	233
	REMP	1	0.1	2	0.1	3
	STTA	7	7	7	0.3	14
Scotland	FTA	25	2.3	39	1.7	64
	NEWDEAL			3	0.1	3
	OFH	2	0.2	6	0.3	8
	PER	191	18	610	27	801
	PYA	5	0.5			5
	REMP	3	0.3	6	0.3	9
	SEC			1	0.04	1
	STTA	14	1.3	17	0.7	31
Silvan House	CONTRACT			1	0.04	1
	FTA	9	0.8	4	0.17	13
	OFH	2	0.2	5	0.2	7
	PER	128	12	144	6.3	272
	REMP			1	0.04	1
	SEC	1	0.1	1	0.04	2
	STTA	1	0.1	4	0.2	5
Wales	FTA	7	0.7	5	0.2	12
	OFH			2	0.1	2
	PER	85	8	219	10	304
	REMP	2	0.2	6	0.3	8
	STTA	9	0.8	4	0.2	13
Grand Total		1056	100	2278	100	3434

Gender by Department/Location & Contract Type

Table 3

Key			
FTA	Fixed Term Appt	SEC	Seconded
STTA	Short Term Temp Appt	New Deal	New Deal
CONTRACT	Contract	REMP	Re-employed Pensioner
OFH	Office Holder	PER	Permanent
PYA	Permanent Part Year		

Analysis

Analysis of percentages shows that given the gender split in the organisation, (1 female:2 males), throughout the six management areas there appears to be no discrimination in the type of contract awarded to females/males.

It is essential that the Commission maintains this balance and the programme of actions in appendix 1 outlines how the Commission will continue to do this. Notwithstanding this it is important to note that the organisation is moving towards more fixed term rather than permanent positions organisation-wide.

Gender by Payband

Table 4

	Female	Female % of Total	Male	Male % of Total	Total
CHMN	0	0	1	100	1
COMM	2	33	4	67	6
NURCAS	4	19	17	81	21
OTHCAS	15	44	19	56	34
PB1	1	4	23	96	24
PB2	21	19	92	81	113
PB3	41	21	151	79	192
PB4	98	28	250	72	348
PB5	165	53	144	47	309
PB5(OP)	45	11	351	89	396
PB6A	101	19	422	81	523
PB6A(OP)	49	19	209	81	258
PB6B	439	48	470	52	909
PB7	66	42	92	58	158
OFH	8	28	21	72	29
SSG1	1	20	4	80	5
SSG1A	0	0	5	100	5
SSG2	0	0	2	100	2
SSG3	0	0	1	100	1
Grand Total	1056		2278		3334

Key: CHMN	Chairman	OP	Operational
NURCAS	Weekly Temp (Nursery)	OHF	Office Holders
SSG	Senior Staff group	PB	Pay Band (1 - 7 = High - Low)
COMM	Commissioners		
OTHCAS	Weekly Temp (Other)		

Analysis

Table 4 confirms that the number of female employees in higher pay bands is less than males.

However, we can report that since the cut-off date for these statistics one further female has joined the SSG1A grade, and this will help us to move towards the Civil Service 10-Point Plan aim of achieving 37% of Senior Civil Service personnel being female by the end of 2008. We also have two female Forestry Commissioners, until recently the Board was made up entirely of men. While there is still clearly work to do the Forestry Commission is at least moving in the right direction.

The Commission has already started to address issues relating to increasing female participation through the Graduate Scheme and participation in the Leaders Unlimited course. Further, current work on the Equal Pay and Reward Scheme will further this cause.

The Commission also needs to address the stereo-typical view that forestry is 'for men' as we can see in PB5(Op) (machine operation etc) that this is male dominant area.



Forestry Commission

Internal Recruitment Cycle by Gender and Department

Table 5

		Female	Female %	Male	Male %	Not Recorded	Total
Business Units	Applicants	2	3	10	5	1	21
	Interviewed	2	5	10	7		24
	Successful	1	3	5	9		18
	Promotion	1	3	5	12		21
England	Applicants	12	16	57	30	1	116
	Interviewed	6	14	39	28		87
	Successful	8	23	17	30		78
	Promotion	8	24	11	27		70
Forest Research	Applicants	5	7	7	4		23
	Interviewed	1	2	5	4		12
	Successful	2	6	2	4		14
	Promotion	2	6	1	2		11
Scotland	Applicants	10	13	46	24	3	96
	Interviewed	5	12	31	22		70
	Successful	5	14	14	25		58
	Promotion	4	12	12	29		57
Silvan House	Applicants	17	23	22	11	1	74
	Interviewed	12	29	15	11		67
	Successful	9	26	3	5		43
	Promotion	9	27	2	5		43
Wales	Applicants	28	38	50	26		142
	Interviewed	16	38	38	27		119
	Successful	10	29	15	27		81
	Promotion	9	27	10	24		70
			100%		100%		
Total No Applicants		74		192		6	272
Total Interviewed		42	57%	138	72%	0	181.29
Total Successful		35	83%	56	41%	0	92.24
Total Promoted		33	94%	41	73%	0	75.67

Analysis

Overall this table shows that there appears to be no discriminatory practices with regard to internal recruitment.

However, in certain areas the stereo-typical image of forestry as a 'man's profession' is still evident (see Business Units) and IT, Finance and Human Resources 'women's work' (see Silvan House).

The programme of actions in appendix 2 outlines how the Commission will take forward actions to address these matters.

External Recruitment Cycle by Gender, Contract Type & Department

Table 6

			Total Applicants - Female	Total Applicants - Male	Total Applicants - Not Recorded	Total Interviewed - Female	Total Interviewed - Male	Total Interviewed - Not Recorded	Total Successful - Female	Total Successful - Male	Total Successful - Not Recorded
Business Units	Full Time	No Applicants	14	85	5						
		No Interviewed				8	41	2			
		No Successful							4	16	
	Part Time	No Applicants									
		No Interviewed									
		No Successful									
Sub total			14	85	5	8	41	2	4	16	0
England	Full Time	No Applicants	363	562	165						
		No Interviewed				109	130	23			
		No Successful							34	32	5
	Part Time	No Applicants	45	42	5						
		No Interviewed				17	9	1			
		No Successful							6	2	1
Sub total			408	604	170	126	139	24	40	34	6
Forest Research	Full Time	No Applicants	98	129	7						
		No Interviewed				33	36	1			
		No Successful							11	8	
	Part Time	No Applicants	1	4							
		No Interviewed				1	2				
		No Successful									
Sub total			99	133	7	34	38	1	11	8	0
Scotland	Full Time	No Applicants	171	522	58						
		No Interviewed				55	120	5			
		No Successful							14	25	1
	Part Time	No Applicants	16	8	3						
		No Interviewed				6	4	1			
		No Successful							1	1	1
Sub total			187	530	61	61	124	6	15	26	2
Silvan House	Full Time	No Applicants	91	145	5						
		No Interviewed				70	82				
		No Successful							4	5	
	Part Time	No Applicants									
		No Interviewed									
		No Successful									
Sub total			91	145	5	70	82	0	4	5	0
Wales	Full Time	No Applicants	44	110	1						
		No Interviewed				17	31				
		No Successful							6	7	
	Part Time	No Applicants	13	6							
		No Interviewed				4	1				
		No Successful							1		
Sub total			57	116	1	21	32	0	7	7	0
Total			856	1613	249	320	456	33	81	96	8

Analysis

Of the total number of external applicants in the financial year 2007 - 2008 31% were female. However, the gap starts to narrow when we look at the differential between the number of women and men interviewed (40% & 56%), and even further when we look at the success rate (44% women, 52% male). Accordingly, from this data it appears that there are no discriminatory practices in our external recruitment practices. This trend needs to be continued.

It should be noted that the high proportion of applicants not completing the equal opportunities form has led us to conclude that these questions need to be included in the application form itself.

Actions to address these matters are included in appendix 2.

Performance Assessment by Gender

Table 7

	Female	Female %	Male	Male %	Total
Top Performer	246	24	533	23	779
Good Performer	621	59	1483	65	2104
Not Fully Effective	5	1	15	1	20
Not Assessed	163	16	239	11	402
Total	1048	100%	2281	100%	3329

Analysis

This table demonstrates that there are no discriminatory practices in our performance assessment process.

Internal Training by Course & Gender 2006/2007

Table 8

	Female	Female %	Male	Male %	Total
Forest Management	192	20	617	21	829
Information Technology	182	19	153	5	354
Operational	189	20	1395	47	1604
Product Knowledge	30	3	65	2	98
People Skills	357	38	728	25	1123
Total	950	100%	2958	100%	3909

Analysis

Following analysis it is evident that male forestry stereo typing is playing a part in the take up of Operational and People Skills courses.

We are working with our Learning & Development colleagues, perhaps utilising a network of locally based training co-ordinators to gather more data on how training applications are made, and collating information on locally arranged external training.



Forestry Commission

Leavers by Gender

Table 9

	Female	Female %	Male	Male %	Total
Actuarily Reduced Retirement	1	0.4	1	0.2	2.4
Age Retirement	20	7.2	54	12	81.2
Approved B Retirement		0	6	1.4	6
Break in Perm Part-Year Appt	2	0.7	1	0	3.7
Career Break	2	0.7	2	0.9	4
Compulsory Redundancy	6	2.2	2	1.8	8
Death in Service	1	0.4	4	1	5
Dismissal	2	0.7	12	3.2	14
End of Casual/STT Appt	172	62	258	58.6	492
End of Fixed-Term Appt	9	3	20	4.54	29
End of Secondment to FC	1	0.4	1	0.2	2
Flexible Early Retirement		0	5	1.1	5
Medical Retirement		0	5	1.1	5
Re-employed Pensioner Retired	3	1	4	1	7
Resignation	54	20	62	14	136
Secondment out of FC / On Loan	2	0.7	1	0.2	3
Transfer out of FC	1	0.4	2	0.4	3
Total	276	100%	440	100%	806.3

Analysis

The analysis shows that the top three reasons for leaving are the same for women and men those being, end of casual/STTA appointment, resignation, and age retirement.

Only when you get to the 4th most popular reason for leaving is there a difference that being compulsory redundancy for females and end of fixed-term appointments for men. However, the actual number of people involved is so small it is difficult to identify any significant problems. However, we will look at these cases to explore if there are any discriminatory behaviour and if so to take steps to address it.

Otherwise there is no significant difference between women and men for leaving.

Grievances & Disciplinaries by Gender & Location

Table 10

		Business Units	England	Forest Research	Scotland	Silvan House	Wales	Total
Grievances	Male	0	1	0	2	0	2	5
	Female	1	1	1	2	1	0	6
Disciplines	Male	1	0	1	10	0	0	12
	Female	0	0	2	2	0	0	4
Total		2	2	4	16	1	2	27

Analysis

It is clear from the data held in Table 10 that the number of grievances within the Commission are equally shared between women and men.

However, in respect of disciplinaries 83% involve males as opposed to 17% female. This needs investigation from the male perspective as does the fact that 59% of all grievances and disciplinaries are in Scotland with the other 41% being spread between the other five management areas.

Investigation in respect of the above needs to focus on the process and framework being used for grievances and disciplinaries in Scotland to consider if there are any significant people and process variations accounting for this apparent anomaly.

Work Pattern by Gender and Location

	Business Unit:		England		Forest Research		Scotland		Silvan House		Wales		Total
	F	M	F	M	F	M	F	M	F	M	F	M	
5DAYS(M-F)	52	288	254	638	89	168	187	653	108	153	75	229	2894
ANNUALISED			29	5			1		10	2	2		49
F			1										1
M			3	1				1					5
MTHF			1										1
MTU				4									4
MTUF							1		1				2
MTUFSA							1						1
MTUSA			1										1
MTUTH			1										1
MTUTHF			5		3					1			9
MTUW	3	1	9	2	5	1	8	3	4	1	5	3	45
MTUWF		1			1	1			1				4
MTUWTH			14	2	3	2	7	2	6		5		41
MW			1										1
MWF			4		1								5
MWTH	1		3				2						6
MWTHF			1	1	1						1		4
S			1										1
SA				1									1
SMSA							1						1
SMTUWTH							1						1
SMTUWTHFSA			1	2			2						5
SSA				4									4
SWTHFSA				1									1
THF				2				1	1				4
TUTH			2				1						3
TUTHF			1		1						1		3
TUTHSA			1										1
TUW						1							1
TUWTH	1		4	1	2		3	3	5				19
TUWTHF			2	1	2		3	1	4		2		15
WF					1	1					1		3
WTH												1	1
WTHF	3		3		1		5		1		1	1	15
XROSTEREDX		2	64	60	1		15	10	1	2	7	2	164
Total	60	292	406	725	111	174	238	674	142	159	100	236	3317

Analysis

From the above table it is evident that the Forestry Commission's flexible working arrangements are predominately used by female employees in all categories. Clearly this is a success in respect of females' needs in the workplace and needs to be further encouraged and developed as 87% of the workforce still work the traditional 5-day week.

Key

M = Monday	TH = Thursday
TU = Tuesday	F = Friday
W = Wednesday	SA = Saturday
	S = Sunday

Case Studies: Forestry Commission Gender Initiatives/Projects/Etc.

Initiative/ Project Name:	Equal Pay Audits	
FC Department:	HR Policy/FC Statistics Team	
Background:	The HR Policy Team has been conducting Equal Pay Audits in collaboration with our Statistician for several years. The purpose of the audit is to inform pay policy developments and to review the impact of the pay system on different categories of employees.	
Action (including groups engaged, how they have been engaged, and aim of initiative/project):	Equality issues are raised at the highest level, to the FC's Management Board. The intention is to extend this in 2008 to include a new Internal Employee Equality Forum. Ongoing consultation takes place with managers and the Policy Team engages with the Trade Unions, recognised for collective bargaining purposes. There is a lively and ongoing debate on pay issues within the organisation, largely through the participation of staff via trade unions.	
Objective/(s):	<ul style="list-style-type: none"> - To ensure that pay system policy proposals are developed with a full consideration of the impact on different staff groups, including men and women, all age groups, and those with declared disabilities. Currently, we have insufficient numbers of staff from different, declared ethnic or religious backgrounds, or sexual orientations, to carry out impact assessments on these categories. - To review the actual impact of the pay system, including identifying pay gaps in each Pay Band and entry salaries of new recruits and promotees. 	
	- To reduce identified equal pay gaps	
Outcome:	<p>Progression times are gradually being reduced, meaning that pay linked to 'time served' is becoming far less important than competence in the job. (Long progression times can have a disadvantageous impact on younger and female employees). We have radically reduced progression times over the last few years. Currently we have 4 years' progression from minima to maxima for 2 Pay Bands and 6 years for the other 6 Pay Bands.</p> <p>We are planning to introduce new annual leave rules later this year because an equality impact assessment identified that these were having a differential negative impact on women and younger employees. Employment time for entitlement to 30 days leave will be reduced from 10 years to 5 years (subject to 2008 Trade Union negotiations).</p> <p>Childcare vouchers were introduced in 2006 and to date 72 males (3.3% of male employees) and 61 females (6.1% of female employees) have taken advantage of these.</p>	

<p>Project Time, Funding, Evaluation & Future Plans</p>	<p>Equal Pay Audits are impact assessments 'in action'. We will continue to carry these out annually and share all results with the Trade Unions and senior managers. Our aim is to help further reduce our current pay gap from the current 13% across all Pay Bands, though we recognise that occupational segregation remains a key (and longer term) area to tackle- this will involve more women being attracted into forestry as a career.</p> <p>All pay and benefit proposals will be evaluated and results documented for audit purposes.</p> <p>Time and Funding: this is an intergral part of the HR Policy team's role and no specific funds are or need to be ring-fenced.</p>
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Case Studies: Forestry Commission Gender Initiatives/Projects/Etc.	
Initiative/Project Name:	Various
FC Department:	New Forest
Background:	New Forest rangers have given talks to over 425 ladies from 11 womens' groups, mostly about the wildlife and management of the New Forest.
Action (including groups engaged, how they have been engaged, and aim of initiative/project):	<p>Since February 2006, These groups have included:</p> <ul style="list-style-type: none"> Hythe wives social club Godshill WI Landford WI Business Professional Woman's Association Romsey WI Ringwood Mothers Union Woolson and Sholing WI Towns Woman's Guild Hythe and Dibden Society - Ladies Social club Lyndhurst and Emery Down WI Bransgore Townswoman Guild Alderbury WI
Objective/(s):	
Outcome:	
Project Time, Funding, Evaluation & Future Plans	

Case Studies: Forestry Commission Gender Initiatives/Projects/Etc.

Initiative/Project Name:	Young Mum's Forestry Sessions
FC Department:	FC Scotland - Moray Forest District
Background:	<p>The project aimed to link in to the goals of the Scottish Forestry Strategy and District strategies: to raise the awareness of the benefits of woodlands for health and well-being, and to develop opportunities for lifelong learning through trees and woodland. It also aimed to increase the availability of rural skills in the region.</p> <p>The project was aimed at young mums within Moray, particularly those who were suffering from isolation and its associated mental health issues. The project worked with 8 women aged 15-19 and ran over six weeks.</p>
Action (including groups engaged, how they have been engaged, and aim of initiative/project):	<p>The women were recommended by the YWCA in Moray and childcare was provided for them during the sessions (again by the YWCA).</p> <p>Six sessions ran covering a range of activities from simple exploration through bushcraft and fires to games they could play with the children.</p> <p>Underlying all the sessions was an introduction to forestry and the group undertook tasks such as scrub clearance, path maintenance and tree felling with bowsaws.</p>
Objective/(s):	<ol style="list-style-type: none"> 1. To involve young women with mental health issues in a project to improve their health and well being. 2. To introduce the use of woodlands for health, recreation and education to those sectors that normally feel excluded from woodlands. 3. To increase participation of women in forestry and rural skills with a view to potential employment in those sectors. 4. To reduce social exclusion of women not in education, employment or training. 5. To help break down barriers and prejudices about the environment and increase its use by all.
Outcome:	<p>The project was deemed a success by all. The women were unsure on their first visit but enjoyed it and all the women participated in all the sessions. The women all have asked for follow up sessions and a new project is planned for the summer with the women involved in the first project.</p> <p>One of the participants is now on an access course at the Scottish School of Forestry.</p>
Project Time, Funding, Evaluation & Future Plans	<p>This was a one off project run by the Forestry Commission and YWCA. The creche facilities and transport were funded by The YWCA.</p> <p>The evaluation of this project took the form of informal discussions with the participants as well as assessment of the young women at each session by their key workers.</p> <p>The project proved so successful a follow up eight week session is planned in the summer and a similar "lads and dads" project is in the pipeline.</p>

Case Studies: Forestry Commission Gender Initiatives/Projects/Etc.

Initiative/Project Name:	Heritage Education Access Project (HEAP) for MACARA Dundee
FC Department:	FC Scotland
Background:	HEAP was a project led by Black Environment Network (BEN) Scotland, to work with the heritage organisations in Scotland (including natural heritage). Forestry Commission Scotland was approached to help trial some pilot projects for HEAP. FCS worked with MACARA to arrange a visit to Queen Elizabeth Country Park, as a first time visit to the countryside for teenage girls from Dundee.
Action (including groups engaged, how they have been engaged, and aim of initiative/project):	<p>The aim of the project was to promote understanding and opportunities in the natural heritage to ethnic minority young people. MACARA is a girls youth group based at the Dundee International Women's Centre, in the city centre. The girls range from 12 – 21 years of age and come from various family backgrounds. Apart from coming from a Muslim background the girls had one other thing in common, they had never experienced the "great outdoors" (camping, hill walking, wildlife, rock climbing etc.).</p> <p>The partner organisations:</p> <ol style="list-style-type: none"> 1. Dundee International Women's Centre Youth Project (MACARA) 2. Queen Elizabeth Forest Park (Forestry Commission Scotland) 3. BEN(HEAP project)
Objective/(s):	<p>To provide a stimulating and enjoyable first time visit to the countryside to include:</p> <ol style="list-style-type: none"> 1. Presentation of what Queen Elizabeth Forest Park has to offer. 2. Run a ranger led education walk through Queen Elizabeth Forest Park. 3. Undertaking practical activities of tree fencing and birdbox making. 4. Explore visitor centre at Queen Elizabeth Forest Park.



Forestry Commission

Outcome:	<p>Macara enjoyed the day immensely. They have had a limited experience of the great outdoors and this trip made an impression on them. MACARA thoroughly enjoyed their first taste of the outdoors, which combined enjoyment and informative elements to a full participatory day. The group would like to develop this project by themselves with further visits to heritage sites, which also educate, stimulate and challenge the girls with the support of HEAP. HEAP will identify funding for projects and will support their applications. In summary the project resulted in:</p> <ol style="list-style-type: none">1. Enthusiasm to develop further projects.2. Development of own initiatives with access to funding.3. Development of partnership work with Heritage organisations.4. Promotion of access to heritage opportunities to other groups/projects within Dundee International Women's Centre. <p>Supporting and facilitate ethnic minority young people, to undertake educational visits to heritage sites.</p>
Project Time, Funding, Evaluation & Future Plans	<p>The project was funded through HEAP and the in-kind contribution by the Forestry Commission Scotland, at Queen Elizabeth Forest Park.</p> <p>A report of the project can be obtained from BEN at CVS, 5 St Vincent Place Glasgow, G1 2DH, Tel/Fax 0141 221 6716</p>

Case Studies: Forestry Commission Gender Initiatives/Projects/Etc.

Initiative/Project Name:	The Conference for Women
FC Department:	FC Scotland
Background:	<p>In 2007 FC Scotland dedicated further resource to their Management Development Programme by recruiting a Management Development Advisor.</p> <p>The role of the MDP Advisor is to co-ordinate and deliver development solutions that attend to issues common to the management population and also to assess individual needs and create a bespoke response for each participant.</p> <p>25% of MDP participants are women.</p> <p>It is the responsibility of the MDP Advisor to acknowledge that women form a minority group within the larger cohort and that generic and individual development solutions must recognise and reflect their requirements.</p>
Action (including groups engaged, how they have been engaged, and aim of initiative/project):	<p>In recognition of the female managers' minority status and after 1-1 discussions with all of them, the MDP Advisor decided to begin to source a suite of solutions specifically tailored to women in management.</p> <p>The first event offered, in consultation with participants, was The Conference for Women on 17th April 2008 in Edinburgh.</p>
Objective/(s):	<ol style="list-style-type: none"> 6. For female FCS managers to meet with other managers and discover that the challenges women face are common across industries. 7. To provide a 'safe' environment for FCS managers to openly discuss any problems or issues amongst their peers. 8. To provide an event which covered several aspects of management in one day from a specifically female perspective 9. To encourage female managers within FCS to build internal networks to provide a stronger support mechanism for themselves and each other.
Outcome:	<p>All 10 female participants were offered the opportunity to attend the conference. 3 out of the 10 participants attended the conference.</p>

**Project Time,
Funding, Evaluation
& Future Plans**

Feedback from the event suggested that all 3 participants found the day useful

1. Participants discovered that women face similar issues across industries
2. Participants were able to discuss their experiences with other women in an environment set up to support them.
3. Several areas were covered including: Conflict Management for women; Assertiveness skills that lead to success; Learning to lead; Coping with the conflicting demands of work and home; Keep your emotions from running the show.
4. The 3 participants were able to spend the day together away from work to discuss common issues and share success strategies.

From this event, 2 of the participants have decided to take their personal development further in terms of specifically focussing on what they perceive to be feminine areas of strength and areas for development.

1 participant is now receiving 1-1 coaching to identify new success behaviours she would like to adopt and practice which will improve performance.

The MDP Advisor has plans to deliver additional solutions specific to women for the 08/09 financial year.

The investment for this conference was funded by FC Scotland.

All future development solutions will be funded by FC Scotland.

Case Studies: Forestry Commission Gender Initiatives/Projects/Etc.	
Initiative/Project Name:	Women in the Woods
FC Department:	FC Wales
Background:	Project was organised through Dyfi FEI (Forest Education Initiative) Cluster Group and took place in Forge woodlands, an FCW woodland just outside Machynlleth, Mid Wales. The FEI cluster group is supported by Forestry Commission Wales' Woodlands for Learning Teams' FEI Co-ordinator. Funding for the project came from the European Social Risk Fund and from FEI Partnership funding (which comes from FC Wales). The project ran for 10 weeks, finishing at the end of May 2008. The project's aim was to upskill women, including those working in childcare or perhaps working part time. There is a high proportion of women in the area who are challenged by several factors :- low wages through unskilled work, rural isolation, transport costs, young families and /or teenage pregnancies, all of which can make accessing training opportunities and improving the quality of life for these women and their families difficult.
Action (including groups engaged, how they have been engaged, and aim of initiative/project):	A wide range of women took part in the 10 week project, including women wishing to return to work after having children, and women in their 50s nearing retirement and looking for fresh challenges. The project offered a range of practical conservation tasks and a range of activities which can be undertaken with children in a woodland setting, as well as woodland walks and cycle rides. The programme led to a Level 2 qualification in Forest School (Level 2 is a GCSE equivalent and enables holders to assist in running Forest School programmes) together with the opportunity to go on to obtain a Level 3 Forest School Leaders Award ('A' level standard and enables the award holder to run Forest School programmes themselves) with further work and support. A crèche was available for the sessions, so childcare was available on site in the woods.
Objective/(s):	To encourage women to develop skills and build confidence through a Forest School Programme aimed specifically at women
Outcome:	The project has seen to be a great success, although final outcomes are not yet known as the project has not yet been completed. Women from a wide range of backgrounds have taken part, and those who may not have considered conservation work or even visiting a woodland with their children before, have learned new skills which have helped boost their confidence, develop their self esteem and given them the opportunity to gain a useful qualification and develop their skills further if they wish. The women have also had the opportunity to gain a better understanding of a woodland environment where they live and feel inspired to visit and make use of it more frequently, perhaps with their families. They also feel that they have a stake in how the woodland is developed. Some may even want to run Forest School programmes in the future themselves!
Project Time, Funding, Evaluation & Future Plans	