

**Employment**  
**Monitoring Report**

**Race Equality Duty**

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**Forestry Commission**  
**Employment Monitoring Report – Race Equality Duty**

**Background**

The Forestry Commission published its first Annual Race Equality Monitoring Report on 04 December 2007. This report detailed statistical data (as at 31 March 2007) in relation to:

- Staff in post
- Applicants for employment (interviewed & employed)
- Applicants for promotion
- Staff who applied for and received training
- Performance assessment procedures
- Staff involved in grievance procedures and subject to disciplinary procedures
- Members of staff who left (leavers)
- Members of staff by pay band/grade.

The Commission now has more data, information and analysis in relation to the above and further statistics are available as at 31 December 2007. Accordingly we are taking this opportunity to update our earlier monitoring report.

Finally, it should be noted that we are working towards being able to produce data, information and analysis across all six equality themes (race, disability, gender, age, sexual orientation and religion/belief) by the end of 2009.

**1.0 Introduction**

- 1.1 This report details the breakdown of Forestry Commission staff in terms of ethnicity and identifies areas for improvement.

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## **2.0 Race Relations Act**

2.1 In 2000 the Race Relations (Amendment) Act introduced a general Race Equality duty. This general duty called for public bodies to declare their commitment to the promotion of race equality, and for them to undertake that in carrying out their functions they would have due regard for the need to:

- eliminate unlawful race discrimination;
- promote equality of opportunity; and
- promote good relations between persons of different racial groups.

2.2 Specific duties detailed in the Act called for public bodies to:

- assess all existing and future functions and policies through use of a Race Equality Impact Assessment tool to ensure that as far as reasonably possible no such function or policy of the Commission would adversely affect any client, member of the public, employee or other stakeholder irrespective of their race.
- ensure that right from the beginning of a project consultation of stakeholders was proactively carried out, such consultations including all reasonable steps to include hard to reach communities;
- create effective and robust monitoring and evaluation procedures as well as improved methods of information gathering and analysis thereof; and
- publish the results of Race Equality Impact Assessments, annual Race Equality Monitoring Reports, and review of the Race Equality Scheme every three-year period.

2.3 As required by law the Forestry Commission published its 2007 Annual Monitoring report on 04 December 2007 on the FC's web-site as well as the intranet. A copy was also submitted by registered mail to the Equality & Human Rights Commission in Glasgow, Birmingham and Cardiff.

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### **3.0 Employment Monitoring**

- 3.1 Data in this report covers all full-time/part-time and permanent/fixed-term/casual staff working for the Forestry Commission. The data is drawn from HR files and records and the HR Management Information/Payroll computerised system.
- 3.2 Tables 1-9 appended, detail the Forestry Commission's workforce and recruitment profile as at 31 December 2007. It should be noted that each table contains its own analysis. The tables have been analysed as follows:
- Table 1 – Ethnicity by Department/Location
  - Table 2 – Ethnicity by Department/Location and Full-time/Part-time Contract
  - Table 3 - Ethnicity by Department/Location and Detailed Contract Type
  - Table 4 – Ethnicity by Pay Band
  - Table 5 – Ethnicity by Contract Type and Gender
  - Table 6 – Internal Recruitment Cycle by Ethnicity and Department
  - Table 7 – External Recruitment Cycle by Ethnicity, Contract Type and Department
  - Table 8 – Internal Training and Course Type by Ethnicity, Course and Gender
  - Table 9 – Performance Assessment by Ethnicity.
- 3.3 Please note that in order to avoid individuals being identified, in categories where the total number of persons is 5 or less, anonymity has been preserved by replacing the actual count number in the tables with '<5'. This method was recommended by the former Commission for Racial Equality in their 'Ethnic monitoring: a guide for public authorities in Scotland (non-statutory)', and has been endorsed by the Equality & Human Rights Commission for all public bodies required to provide employment monitoring statistics. As a result, we were also unable to publish Table 10 on Grievance and Discipline and Table 11 on staff leaving the FC.

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#### **4.0 Current Workforce**

- 4.1 The statistics show that on 31 December 2007 the Forestry Commission had in total 3,326 members of staff with only 18 of those being BME (0.5% of the workforce)
- 4.2 Compilation of this report has provided us with the focus of where we need to direct our attention and energy in the next 12 months. There is a clearly demonstrated need for the Forestry Commission to investigate the reason for the low representation of the BME population within its workforce.

#### **5.0 Key Actions Required**

- 5.1 Appendix 1 details the key actions based on the analysis carried out.

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## APPENDIX 1

### Key Actions based on analysis

Analysis of the data collected has clearly demonstrated that the Forestry Commission fails to attract significant levels of applications from any of the ethnic minority groups and subsequently those groups are under-represented within the FC workforce. Analysis of the tables further highlights that ethnic minority employees are under-represented in the FC, with only 0.5% of FC staff having registered themselves as Black Ethnic Minority. Therefore, the focus of our attention and energy over the next 12 months is to:

1. **Appoint a Diversity Team.** In addition to Lesley Crozier, our newly appointed and experienced Diversity Manager, we will add more staff resource to the E&D function, including two permanent members of staff.
2. **Identify where we can best consult GB-wide with BME individuals** to seek their views on how the FC can attract more BME candidates.
3. **Identify where best to advertise.** We will overhaul our recruitment advertising, starting with analysis of where, when and how successfully diverse organisations advertise and recruit and start placing recruitment adverts in publications, websites, etc specifically targeted at ethnic minority audiences, in addition to the Scotsman and Guardian.
4. **Establish internal and external Equality and Diversity forums.** We are in the process of seeking volunteers for an internal staff forum with the following terms of reference:
  - support the Diversity Manager and encourage and support the necessary culture change;
  - provide a mechanism for consultation and liaison with FC employees and raise awareness within the FC of E&D agenda and the potential barriers placed on disadvantaged groups;
  - provide advice and feedback on the impact of all new and existing FC policies and functions on employees and external groups;

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- make recommendations to review or amend policies and functions as necessary. Recommendations will be fed back to those drafting the policy, and to those consulted as to how their contributions were used.
5. **Compile a list of relevant organisations** to include in a database of hard to reach groups to obtain their feedback to our consultation documents.
  6. **A new Equality Impact Assessment Framework and guidance**, including consultation advice will be in place during April 2008.
  7. **We will review and revise our existing Equality Schemes.** An outline of the revised Race Equality Scheme due for November 2008 is enclosed with this letter.
  8. **We will publish and promote the new Diversity Strategy.**
  9. We are in the process of formalising a **Diversity Communications Plan**, identifying the main internal audiences, (including interviewers, trainers and communications teams) and how best to communicate with them. As part of this process we have commissioned a DVD which will show real-life scenarios relevant to the FC of the adverse effects of discrimination.
  10. A suite of **four levels of mandatory training is being developed** with external consultants who are experts in designing and delivering equality and diversity training. The four levels are for senior managers, policy creators and developers, specialist staff and all staff. The training for senior managers is already underway.

## Ethnicity by Department/Location

Table 1

	Asian or Asian British Bangladeshi	Asian or Asian British Indian	Asian or Asian British Other	Asian or Asian British Pakistani	Black or Black British African	Black or Black British Caribbean	Black or Black British Other	Chinese or other ethnic group - Chinese	Chinese or other ethnic group - Other	Mixed White and Asian	Mixed White and Black African	Mixed White and Black Caribbean	Mixed Other	White British	White English	White Irish	White Other	White Scottish	White Welsh	No Response	Total
<b>Business Units</b>											<5										<b>364</b>
<b>England</b>	<5		<5		<5		<5	<5													<b>1129</b>
<b>Forest Research</b>	<5		<5																		<b>285</b>
<b>Scotland</b>				<5																	<b>910</b>
<b>Silvan House</b>			<5					<5		<5											<b>300</b>
<b>Wales</b>		<5							<5												<b>338</b>
<b>Total</b>	<5	<5	5	<5	<5		<5	<5	<5	<5	<5			3192	8	7	73	11	5	12	<b>3326</b>

These statistics clearly show that on the 31 December 2007 the Forestry Commission (FC) had in total 3326 staff, with only 18 of these registering themselves as Black Minority Ethnic (BME). In comparison with the GB population where 7.9% of the population are BME, the FC's figure of 0.5% shows that the FC workforce is not representative of the national statistics. It is clear that action will need to be taken to work towards having a workforce that reflects the communities we serve. However, it is clear that nearly 50% of the FC's ethnic minority staff work in England which is in line with the national trend.



In order to address this mis-match with national statistics the FC has started to review current recruitment practices, including the newspapers etc. used to advertise. It may result in the FC discovering that a career within the FC is not attractive to the target audience, or that the perceived view of the FC is in some way off-putting to those making up the minority ethnic population group. Once this research is complete, we will be better informed to take appropriate action as outlined in Appendix 1 of this Report.

Ethnicity by Department/Location and FT/PT Contract Split

Table 2

	FT = Full time	PT= Part Time	Asian or Asian British Bangladeshi	Asian or Asian British Indian	Asian or Asian British Other	Asian or Asian British Pakistani	Black or Black British African	Black or Black British Caribbean	Black or Black British Other	Chinese or other ethnic group - Chinese	Chinese or other ethnic group - Other	Mixed White and Asian	Mixed White and Black African	Mixed White and Black Caribbean	Mixed Other	White British	White English	White Irish	White Other	White Scottish	White Welsh	No Response	Total
<b>Business Units</b>	FT												<5										332
	PT																						32
<b>England</b>	FT	<5		<5		<5		<5	<5														907
	PT																						222
<b>Forest Research</b>	FT	<5		<5																			240
	PT																						45
<b>Scotland</b>	FT				<5																		802
	PT																						108
<b>Silvan House</b>	FT			<5								<5											249
	PT								<5														51
<b>Wales</b>	FT		<5							<5													291
	PT																						47
<b>Total</b>		<5	<5	5	<5	<5		<5	<5	<5	<5	<5	<5		3192	8	7	73	11	5	12	3326	

The FC's BME staff are almost 100% employed on full-time contracts.



This table clearly shows no adverse impact on BME staff by the type of contract that they are employed on. Whilst this analysis is encouraging, the issue remains the FC's low number of BME staff in total. Once again, the programme of actions to take this forward is outlined at Appendix 1 of this Monitoring Report.

Ethnicity by Department/Location and Contract Type

Table 3

Contract Type		Asian or Asian British Bangladeshi	Asian or Asian British Indian	Asian or Asian British Other	Asian or Asian British Pakistani	Black or Black British African	Black or Black British Caribbean	Black or Black British Other	Chinese or other ethnic group - Chinese	Chinese or other ethnic group - Other	Mixed White and Asian	Mixed White and Black African	Mixed White and Black Caribbean	Mixed Other	White British	White English	White Irish	White Other	White Scottish	White Welsh	No Response	Total
Business Units	FTA																					11
	PER											<5										320
	REMP																					6
	STTA																					27
England	CONTRACT																					8
	FTA					<5																71
	OFH																					10
	PER	<5		<5		<5		<5	<5													985
	REMP																					10
Forest Research	STTA			<5																		45
	FTA	<5		<5																		36
	PER																					232
	REMP																					<5
Scotland	STTA																					14
	FTA																					65
	NEW DEAL																					<5
	OFH																					8
	PER																					795
	REMP																					11
Silvan House	SEC																					<5
	STTA					<5																26
	CONTRACT																					<5
	FTA																					14
	OFH					<5																7
	PER								<5		<5											269
Wales	REMP																					<5
	SEC																					<5
	STTA																					<5
	FTA									<5												12
	OFH																					<5
Total	PER		<5																			304
	REMP																					7
	STTA																					13
<b>Total</b>		<5	<5	5	<5	<5		<5	<5	<5	<5	<5		3192	8	7	73	11	5	12	3326	

**KEY**  
 FTA Fixed Term Appt  
 SEC Secondee  
 STTA Short Term Temp appt  
 NEW DEAL New Deal contractor  
 CONTRACT Contractor  
 REMP Re-employed Pensioner  
 OFH Office Holder  
 PER Permanent

After analysis, it is clear that the majority of our staff from ethnic minority backgrounds are employed on permanent contracts and fixed-term appointments. It should be noted that the balance of the FC's workforce is moving towards more fixed term appointments across the whole organisation.



## Ethnicity by Payband

Table 4

	Asian or Asian British Bangladeshi	Asian or Asian British Indian	Asian or Asian British Other	Asian or Asian British Pakistani	Black or Black British African	Black or Black British Caribbean	Black or Black British Other	Chinese or other ethnic group - Chinese	Chinese or other ethnic group - Other	Mixed White and Asian	Mixed White and Black African	Mixed White and Black Caribbean	Mixed Other	White British	White English	White Irish	White Other	White Scottish	White Welsh	No Response	Total
CHMN																					<5
COMM			<5																		6
SSG																					14
OFH																					31
PB1																					25
PB2																					113
PB3			<5																		187
PB4	<5				<5																343
PB5			<5					<5													307
PB5(OP)				<5	<5					<5											396
PB6A	<5				<5		<5														513
PB6A(OP)			<5																		253
PB6B		<5	<5						<5		<5										914
PB7																					166
NURCAS																					27
OTHCAS																					30
<b>Total</b>	<5	<5	5	<5	<5		<5	<5	<5	<5	<5			3192	8	7	73	11	5	12	3326



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

Table 4 demonstrates that existing FC BME staff are spread evenly throughout pay bands 3 – 6b. This follows the pattern of employment in white employees but does indicate that there is only one ethnic minority staff in the senior staff group. However, although not inspiring in terms of actual numbers, this is in line with the Civil Service 10 Point Plan, as in percentage terms this is over the 4% target of senior staff group to be from ethnic minority backgrounds.

## Ethnicity by Contract Type and Gender

Table 5

	Gender	Asian or Asian British Bangladeshi	Asian or Asian British Indian	Asian or Asian British Other	Asian or Asian British Pakistani	Black or Black British African	Black or Black British Caribbean	Black or Black British Other	Chinese or other ethnic group - Chinese	Chinese or other ethnic group - Other	Mixed White and Asian	Mixed White and Black African	Mixed White and Black Caribbean	Mixed Other	White British	White English	White Irish	White Other	White Scottish	White Welsh	No Response	Total
CONTRACT	F																					<5
CONTRACT	M																					7
FTA	F	<5								<5												89
FTA	M			<5		<5																120
NEW DEAL	M																					<5
OFH	F			<5																		7
OFH	M																					20
PER	F		<5	<5					<5													867
PER	M					<5		<5		<5												2000
PYA	F											<5										10
PYA	M																					28
REMP	F																					8
REMP	M																					30
SEC	F																					<5
SEC	M																					<5
STTA	F			<5		<5																51
STTA	M																					78
<b>Total</b>		<5	<5	5	<5	<5		<5	<5	<5	<5	<5			3192	8	7	73	11	5	12	3326



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

Based on the statistical analysis outlined above, there is no evidence that female BME staff are being treated less favourably than male BME staff in relation to the type of employment/contract.

Internal Recruitment Cycle by Ethnicity and Department

Table 6

		British Full Time	British Part Time	Irish Part Time	White Other Full Time	No Response Part Time	Total
Business Units	Applicants						15
	Interviewed						15
	Successful						7
	Promotion						7
England	Applicants						98
	Interviewed						54
	Successful						39
	Promotion						32
Forest Research	Applicants						9
	Interviewed						6
	Successful						<5
	Promotion						<5
Scotland	Applicants						61
	Interviewed						41
	Successful						23
	Promotion						19
Silvan House	Applicants						39
	Interviewed						30
	Successful						12
	Promotion						11
Wales	Applicants						83
	Interviewed						61
	Successful						28
	Promotion						21
<b>Total No Applicants</b>		286	7	<5	10	<5	305
<b>Total Interviewed</b>		198	<5	<5	6	<5	207
<b>Total Successful</b>		106	5		<5		113
<b>Total Promoted</b>		87	<5		<5		93

This table indicates that current staff from an ethnic minority background have not applied for internal recruitments and/or promotions. This is an issue for further investigation and analysis via questions in the next staff survey.





After analysis, it is also clear that a high proportion of applicants fail to complete and return the ethnic minority response form. Therefore, we now intend to incorporate these questions into our main application form.

Internal Training by Ethnicity, Course and Gender

Table 8

	Gender	Asian or Asian British Bangladeshi	Asian or Asian British Indian	Asian or Asian British Other	Asian or Asian British Pakistani	Black or Black British African	Black or Black British Caribbean	Black or Black British Other	Chinese or other ethnic group - Chinese	Chinese or other ethnic group - Other	Mixed White and Asian	Mixed White and Black African	Mixed White and Black Caribbean	Mixed Other	White British	White English	White Irish	White Other	White Scottish	White Welsh	Total	
Forest Management	M					<5		<5													617	
	F																					192
Info Technology	M																					153
	F																					182
Operational	M			<5		<5																1395
	F																					189
Product Knowledge	M					<5																65
	F									<5												30
People Skills	M			<5																		728
	F			<5					<5													357
<b>Total</b>				7		5		<5	<5	<5					3831		13	45				3908



After analysis, this table indicates that the percentage of BME staff who attended internal training courses is roughly equivalent to the percentage of white staff who attended courses. This indicates that there is nothing discriminatory in our allocation of training provision.

However, the FC has not gathered data on how training applications are made or monitored the training cycle to date. In addition, external training is budgeted and allocated on a cost centre/location basis according to local business needs and plans. There is no central recording of how local training budgets are allocated and utilised. Therefore, a review of how the FC manages its training is being considered by our Learning and Development team, including how local budgets are managed so that this data can be collated and analysed.

Performance Assessment by Ethnicity 2006/2007

Table 9

		Asian or Asian British Bangladeshi	Asian or Asian British Indian	Asian or Asian British Other	Asian or Asian British Pakistani	Black or Black British African	Black or Black British Caribbean	Black or Black British Other	Chinese or other ethnic group - Chinese	Chinese or other ethnic group - Other	Mixed White and Asian	Mixed White and Black African	Mixed White and Black Caribbean	Mixed Other	White British	Total
Male	Top Performer														530	530
	Good Performer				<5	<5		<5	<5		<5				1485	1485
	Not Fully Effective														15	15
Female	Top Performer			<5	<5										245	245
	Good Performer		<5	<5	<5				<5	<5					618	618
	Not Fully Effective														5	5
Total		<5	<5	<5	<5		<5	<5	<5	<5				2898	2898	



As can be seen from the above analysis of our staff performance assessment system, no staff from ethnic minority backgrounds received a 'not fully effective' marking. However, the balance of marking between Top and Good performers does not correspond to the FC average of 20%. Further analysis is required, but it is difficult because of the need to protect individual privacy.