



## Contents

1. Introduction.....	5
2. The Commission’s Structure.....	6
2.1 Our Values.....	7
2.2 Our People Strategy and our Equality and Diversity Strategy.....	7
2.3 Our Equality and Diversity Objectives.....	8
3. Our approach to the Equality and Diversity Agenda.....	10
3.1 Our approach to engagement.....	10
3.2 Our approach to Equality Analysis.....	11
3.3 Our approach to our Customers.....	11
3.4 Our approach to Internet accessibility.....	14
3.5 Our forests in your home.....	14
3.6 Monitoring our visitor numbers.....	15
4. Our approach to our staff.....	17
4.1 Building and retaining a diverse workforce.....	17
4.2 Restructuring our business.....	18
4.3 Equality and Diversity training.....	19
4.4 Equality and Diversity Staff Forum.....	20
4.5 Staff Survey 2013.....	20
5. Monitoring data.....	23

5.1 Overview of our analysis .....	23
5.2 Staff in post as at 31 March 2014 .....	25
5.3 Full/part time split at 31 March 2014 .....	25
5.4 Type of contract at 31 March 2014 .....	26
5.5 Pay Band at 31 March 2014 .....	27
5.6 Internal post filling and promotion during 2013/2014 .....	28
5.7 External recruitment during 2013/2014 .....	31
5.8 Performance marking for the year ending 31 March 2014 .....	34
5.9 Internal training, average events attended per person during 2013/14 .....	35
5.10 External training, events attended per person during 2013/14 .....	36
5.11 Leavers during 2013/2014.....	37
5.12 Discipline during 2013/14.....	38
5.13 Grievances raised during 2013/14 .....	39
5.14 Work patterns at 31 March 2014 .....	39
5.15 Return to Work after Maternity Leave.....	40
6. Equal Pay .....	40
6.1 Equal Pay Audit .....	40
6.2 Average earnings at 31 March 2014.....	42
7. Our approach to monitoring and evaluation .....	44
8. Conclusion.....	45
Appendix 1.....	46

Equality and Diversity Objectives – Summary .....	46
Summary Table of Objectives – Diversity Team Responsibilities .....	47
Summary Table of Objectives – FC England Business Responsibilities.....	51
Summary Table of Objectives – FC Scotland Business Responsibilities.....	62

## 1. Introduction

The Forestry Commission is the Government Department responsible for the protection and expansion of Scotland and England's forests and woodlands, including increasing their value to society and the environment.

The Forestry Commission is committed to ensuring that the forests and woodlands we manage are accessible to and enjoyed by all communities, including those with protected characteristics (sex, race, disability, age, religion or belief, sexual orientation, gender reassignment, marriage and civil partnership, and pregnancy and maternity).

The Forestry Commission:

- Welcomes millions of visitors every year to our woodlands, many of whom utilise and enjoy our visitor centres and thousands of way-marked walks and trails, cycle routes and bridle paths, including more than 140 accessible trails;
- Employs around 2,500 people, most of whom live and work in rural areas;
- Plants many millions of trees every year;
- Sustainably harvests almost four million tonnes of timber every year, which equates to almost a third of the UK's total domestic timber production;
- Is custodian of 900,000 hectares of sustainably managed woods and forests and other land, two thirds of which lie within National Parks, Areas of Outstanding Natural Beauty or Sites of Special Scientific Interest;
- Takes degraded land no one else wants and turns it into green space for the benefit of all, helping to regenerate blighted industrial landscapes such as former coalfield communities and bring new woodlands closer to urban areas;
- Provides grants, licences and advice to community and private woodland owners to encourage new tree planting and sustainable forest management;
- Provides research services relevant to UK and international forestry interests, providing an evidence base for UK forest practices and UK Governmental policies; 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 Structure

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

The Forestry Commission has a statutorily appointed Board of Commissioners consisting of a Chair and up to ten other Forestry Commissioners, who are appointed by the Queen on the recommendation of Ministers. Delivery of policy, as well as progress against strategy objectives, is overseen in each country by the Commission's National Committees.

The Forestry Commission is led by a Director in each country. The Directors are also members of the Board of Commissioners. The Forestry Commission also has an Executive Board which assists the Country Directors, Director of Central Services and Forest Research Chief Executive 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 the Westminster and Scottish Governments, in the development and promotion of sustainable forest management. We deliver the distinct forestry policies of England and Scotland through specific objectives drawn from the country forestry strategies.

We also have three executive agencies that work to targets set by Commissioners and Ministers. Forest Enterprise England and Forest Enterprise Scotland manage our public forests, woodlands and other land in England and Scotland respectively on behalf of the Forestry Commission. Forest Research aims to provide research services relevant to UK and international forestry interests and inform and support forestry's contribution to UK Governmental policies. Forest Research provides the evidence base for UK forestry practices and to support innovation.

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

## 2.1 Our Values

We are an organisation that values:

- **Teamwork** - We work collaboratively with each other and our stakeholders, ensuring trees, woods and forests meet the needs of society;
- **Professionalism** - We enjoy and take pride in our work, acting with integrity and political impartiality to achieve high standards of health and safety, quality, efficiency and sustainability;
- **Respect** - We value each other and our stakeholders, recognising diverse perspectives and treating everyone with consideration;
- **Communication** - We are open, honest and objective with each other and our stakeholders. We are prepared to challenge and to be challenged;
- **Learning** - We are always learning, developing the skills, knowledge and behaviours to support organisational success; and,
- **Creativity** - We seek new ways of doing things, sharing ideas and embracing change.

## 2.2 Our People Strategy and our Equality and Diversity Strategy

The corporate plans for each country and for 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 and services.

Our [People Strategy, 'Fit for our Future'](#), is a framework focused on staff to support the Forestry Commission through the five years from 2011 to 2016. Its vision is to ensure that staff are prepared, equipped and engaged to manage the changing work environment and to drive change in a positive and successful way.

This People Strategy focuses on five key themes, one of which is Equality and Diversity. Within that theme, we are committed to:

- Legal compliance;
- Improving the diversity of our workforce; and,
- Supporting our staff in engagement with communities to meet the General and Specific Duties placed on public bodies through the Equality Act 2010.

Our [Equality and Diversity Strategy](#) was published in April 2012. This is our framework to help embed the diversity elements of our People Strategy throughout the Forestry Commission until 2017. The vision of the Equality and Diversity Strategy is to have a diverse workforce that reflects the society that we serve and to continue to offer exemplar customer services to diverse communities.

The five goals of this Strategy are to ensure that we;

- Build on our successes and continue to work towards making our services and facilities available to all;
- Continue to ensure our departmental policies, organisational objectives and operational practices enable everyone to access our services and facilities;
- Continue to engage with communities to ensure our services and facilities are fit for purpose and tailored to meet their requirements;
- Continue to respect, support and value all our staff, treating them in accordance with our values; and,
- Recruit and employ people in order to make our workforce more representative of the GB population.

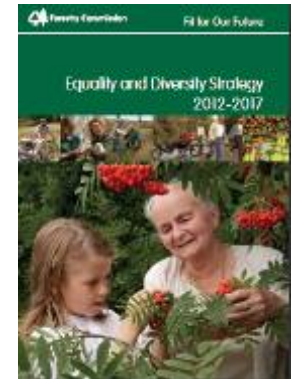
## 2.3 Our Equality and Diversity Objectives

In addition to the objectives set out in the People Strategy and the Equality and Diversity Strategy, we have also produced a series of [Equality and Diversity Objectives](#) which are specific and measurable for the four years from 2012 to 2016.

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

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

We have classified the Objectives by each of the nine protected characteristics, and then split them between staff and customer focussed actions.





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

A summary of progress against our Objectives by key business areas is given below:

### **Recreation & Leisure -**

- Developed new or undertaken major refurbishment of key visitor facilities at locations across the National Forest Estate;
- Undertaken research on communicating the Forestry Commission recreation offer to disabled people; and,
- Increased the number of trails and visitor activities available at key locations, including increasing the number of accessible trails.

### **Workforce Development-**

- Supported the development and recruitment process for the Graduate Development Scheme, ensuring the programme was available to people from all the protected characteristic groups, where they met the minimum criteria;
- Expanded our Apprenticeship Scheme, to encourage the development of a skilled and adaptable workforce for the future through the combined delivery of formal training, practical work experience, informal on-the-job training and studying towards vocational qualifications;
- Undertaken research regarding the recruitment and employment of disabled people; and,
- Provided workplace experience at some sites through the Shadow Ranger Volunteer Apprenticeship scheme.

### **Engagement -**

- Worked with a range of partners, including the Fieldfare Trust and other disability organisations, to increase the number of and promote accessible trails in woodlands;
- Participated in a working group with other Environmental based Government Departments to share best practice and initiatives; and,
- Engaged local stakeholders in the development and implementation of Strategic and Forest Plans.

### **Guidance & Support -**

- Delivered onsite training and support to operational staff delivering services to diverse groups; and
- Reviewed and amended our diversity related internal website, including publication of externally verified factsheets on different religions, faiths, and disabilities.

Detailed progress against achieving our Objectives can be viewed at [Appendix 1](#).

### 3. Our approach to the Equality and Diversity Agenda

Although forestry is devolved, the Forestry Commission adopts a cross border approach to equality and diversity. Responsibility for the implementation of the equality duties, as defined by the Westminster Government, is shared across the Forestry Commission, with guidance and support being provided from the central Diversity Team based in Edinburgh.

In developing our Monitoring Report we recognise that the Forestry Commission has made good progress in embedding equality and diversity into everyday business. However, we are not complacent and recognise that there is still much to achieve.

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 available to all staff to raise awareness of the equality and diversity agenda and ensure that staff are aware of their responsibilities.

As a service provider the Forestry Commission ensures that working with community groups, other public bodies, voluntary organisations and private organisations and individuals is done in an inclusive manner, offering fairness of opportunity to all. We also endeavour to procure goods and services from organisations and individuals that have or subscribe to equality and diversity values and objectives, as set down in legislation.

#### 3.1 Our approach to engagement

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.

The provision of recreation is one of our principal objectives and we understand that recreation initiatives provide us with a major opportunity to meet the General Duties of the Equality Act. In our internal recreation guidance, we stress the importance and value of understanding the local community and being proactive in identifying and seeking views from those people who currently do not

access our services, as well as those we are more used to working with and who are established visitors to our forests. The guidance includes checklists to assist field practitioners to include their whole community.

Through engagement we hope to improve our understanding of any barriers to visiting our forests and to work with different groups to identify and put in place solutions, events and facilities that will encourage more frequent visits from a more diverse range of the local and wider population.

### 3.2 Our approach to Equality Analysis

We have continued to mainstream the use of Equality Analysis (EqA), to ensure that our new policies or services, and any changes to existing policies or services, fully take into account any impact on our diverse customers and staff.

We have reviewed and updated our existing guidance on Equality Analysis, in line with the Equality Act's General Duties for the public sector. This resulted in a more streamlined process and was announced via our all-staff communication bulletin. The revised guidance cross references to ['Public Engagement in Forestry: a toolbox for involving people'](#), intending to help those undertaking EqA to achieve effective consultation, capturing the views of all communities, at both local, Regional, Country and national levels. The EqA guidance is supported by training delivered by the Diversity Team to those responsible for creating policies or delivering large initiatives that may have an impact on our staff and/or the public.

All our HR policies, including Learning and Development strategies and initiatives, are subject to EqA, as well as our customer-facing projects. A summary of completed [Equality Analysis \(and previous Equality Impact Assessments\)](#) is available on our website.

### 3.3 Our approach to our Customers

The Forestry Commission recognises that forests and woods contribute positively by providing 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.

There are a number of ways in which we can reach and engage with people, 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.

As the needs of communities change and develop, we will continue to adapt to ensure that we offer equality of opportunity for all.

**Case Study:** Callendar Wood near Falkirk is ancient woodland that, alongside adjacent parkland, was once gardens and grounds of Callendar House, a family home for centuries and now museum. Historic paths and carriageways lead to panoramic viewpoints, family mausoleum, Victorian kennels, mining remains and a hill fort.

It was identified from customer feedback that although the woodland was picturesque and offered many activities, the original ancient design and layout of paths and carriageways was not accessible to people from all groups.

Staff from Scottish Lowlands Forest District worked in partnership with Falkirk Community Trust to improve historic paths and access to the woodland experience for people with disabilities, senior citizens and those with young children in pushchairs.

The project included working closely with Fieldfare Trust charity, which carried out path survey work in partnership with Falkirk Disability Access Forum to ensure that end product was suitable for all groups.

Falkirk Disabled Access Forum members were involved with the project at all key stages, with visits to the site to find out about planned improvements and progress, and make suggestions on small changes in order to get the best finished service possible.

The new path network was then promoted to local community groups to notify them of the redevelopment, and encourage them to now access the site.

Scottish Lowlands Forest District has been presented with an award from the Falkirk Disabled Access Forum in recognition of their partnership working.

We proactively promote that all our services and facilities are open to anyone who wishes to use them. However, we also recognise that there may be perceived barriers and reasons why people may not be able to fully benefit from them. Therefore, 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 Forestry Commission is working closely with a range of partner organisations at a local, regional and/or national level.

A summary of how we develop, implement and deliver our customer services is given below:

#### **Customer Initiatives & Accessibility -**

- Working with partner organisations to encourage people to access forests and greenspace, including working with the NHS to revitalise hospital grounds for health and wellbeing purposes, and the Mosaic project building links between ethnic minority communities, the National Parks of England and the Youth Hostel Association;
- we have created pages on our website called “Our Forests in Your Home” to give people who are unable to visit, or are unsure of visiting our forests a taste of what we offer providing information and videos on wildlife, recreation options and climate change;
- Events encouraging people of different faiths to use forests as celebration venues, inviting other communities to come along and learn about different groups and share traditions, music, food and experiences; and,

#### **Understanding Customer Needs -**

- Increasing participation in cycling for people with disabilities, women, and children of all ages.
- We undertake a range of surveys to compare and test customer satisfaction and explore needs. These range from public opinion surveys, site questionnaires, focus groups, to feedback forms; and,
- Site managers use local demographic data to more strategically assess the potential demand for services and facilities and compare this with actual site usage.

#### **Communications -**

- Our website follows the AA accessibility standard, to meet the demands of a wide range of users, including woodland owners seeking information about regulation and grant aid, school teachers and parents looking to understand how to use the forests as a learning environment, people looking for jobs or volunteer opportunities, and those looking for recreation opportunities.

**Case Study:** To date, little evidence or research existed in relation to the customer experiences of people who are Lesbian, Gay, Bisexual or Transgender (LGB&T) in accessing and utilising the natural environment, specifically forests and woodland.

Therefore in partnership with Stonewall Scotland we developed and undertook an online survey during the summer of 2013 to gain a better understanding of the services that the LGB&T communities accessed, identify any potential barriers and seek suggestions on how we could improve our policies and services if required. We also took the opportunity to gather views regarding our employment practices, specifically around recruitment.

Overall, the survey results did not highlight any particular issues specifically linked to the LGB&T communities and their access to woodlands/forests, or when considering the organisation as an employer.

### 3.4 Our approach to Internet accessibility

Our external website has to meet the demands of a wide range of users, including woodland owners seeking information about regulation and grant aid, school teachers and parents looking to understand how to use the forests as a learning environment, people looking for jobs or volunteer opportunities, and those looking for recreation opportunities.

As a Government department we are committed to making our site accessible and easy to use. To ensure that our site continues to meet the needs of our users we regularly commission independent audits and testing by people with total and partial vision impairments, physical disabilities and those with cognitive impairments.

### 3.5 Our forests in your home

In order to give people who are unable to visit, or are unsure of visiting our forests a taste of what we can offer, we have created pages on our web site called [Our Forests in Your Home](#). The site shows many of the activities that can be experienced by visitors, gives information and videos on wildlife, recreation options and climate change. The site also offers a link to the pages that let people search for details of the nearest forest to their home and discover what events and facilities are available there. In order to make these pages as useful and interesting as possible for our intended audience, we will add to them and refine them over time as new content becomes available.

### 3.6 Monitoring our visitor numbers

During 2013 we conducted [Public Opinion Surveys](#) in the UK, Scotland and England. The Surveys indicate that people have a great interest in visiting forests and that around two thirds or more of all respondents said they had visited forests or woodlands in the last few years.

The Public Opinion Survey records positive responses from respondents in different categories. Those that responded "Yes" to the question 'In the last few years, have you visited forests or woodlands for walks, picnics or other recreation?' also declared the following information in relation to their protected characteristics:

Disabled	Not disabled		Female	Male		BAME	White		Age 44 or less	Age 45 or over
15%	85%		51%	49%		5%	95%		42%	58%

We are increasingly creating woodlands close to towns, to give more people and communities the opportunity to experience these rich green spaces. Those that responded "Yes" to the question 'Types of woodlands visited - Woodlands in and around towns.' also declared the following information in relation to their protected characteristics:

Disabled	Not disabled		Female	Male		BAME	White		Age 44 or less	Age 45 or over
17%	83%		55%	45%		12%	88%		56%	44%

Those that responded "Yes" to the question 'Types of woodlands visited – Woodlands in the countryside' also declared the following information in relation to their protected characteristics:

Disabled	Not disabled		Female	Male		BAME	White		Age 44 or less	Age 45 or over
18%	82%		48%	52%		2%	98%		45%	55%

The responses given by participants of the Public Opinion Survey highlighted that there are various reasons why people do not visit forests. These reasons include personal mobility problems (difficulty in walking, etc), not having a car or that woods were too far away.

Our initiative of creating and facilitating the creation of woods close to towns should, over time, mean that more people have access to woodlands that are closer to where they work and/or live. We also continually review our existing facilities to ensure they are available and accessed by as wide a range of people as possible. To ensure that these facilities meet the needs, where possible, of all our diverse customer groups we continue to work to understand the main barriers for people visiting our forests and are working with different groups and associations to identify and put in place solutions to barriers, and promote the services we offer.

The Public Opinion Survey is undertaken every two years.

**Case Study:** Our aim is to have forests and woodlands as close as possible to people's front door, and over the last few years we have invested in expanding the range of facilities and services we deliver, particularly for people with disabilities.

This includes new visitor centres at Alice Holt in Surrey, and Kirroughtree in Galloway, both offering accessible facilities including Changing Places toilets.

Visitor centres may offer similar facilities, the woodland experience and activities available are different. Alice Holt is an ancient forest that has something for everyone, with exciting outdoor activities in a beautiful woodland setting. There's a range of accessible walking and cycling trails, a new play area with equipment suitable for children of all ages and abilities, the ever popular Go Ape and Nordic walking! Whereas, Kirroughtree, located in Galloway Forest Park has everything for a great day out, whatever the time of year. Visitors can meet red deer and wild goats, choose from two scenic Forest Drives, follow in the footsteps of Robert the Bruce or picnic beside a peaceful loch. This is also Scotland's first Dark Sky Park, considered one of the best places to stargaze in Europe.



## 4. Our approach to our staff

### 4.1 Building and retaining a diverse workforce

A key theme of our People Strategy is to recruit and employ more people with as wide a range of protected characteristics as possible, in order to make the Forestry Commission more representative of the communities we serve. The introduction of Government wide restrictions on marketing has meant that active advertising in media outlets specifically aimed at various protected characteristic groups had to be limited since April 2010. Our external recruitment also reduced significantly from that date, due to the requirement to downsize the organisation and the wider public sector. Improving the diversity of our staff is difficult under these continuing restrictions, but it remains an aim.

Traditionally, employment in the forestry profession has been male dominated and perceived as a practical, outdoors, and physical role. In order to attract a wider range of applicants to our advertised vacancies we have been proactive in trying to dispel some of the myths surrounding forestry, including working with schools and careers services to promote the forestry sector as a career option, developing skills training in a forest environment for young people aged 16 to 24, and increasing the number of apprenticeships. Whilst one part of the forestry sector continues to manage trees and process timber, the contemporary forestry profession is far broader in the scope and the variety of roles on offer.

Jobs in forestry today include the development of policy, the 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, communications and business development.

**Case Study:** Monitoring the diversity of our workforce, and reviewing information obtained through staff surveys and feedback enables us to identify areas for potential review and improvement across the wider organisation or focussed on specific business areas.

As a result we have:

- Developed a suite of factsheets on different health conditions, disabilities and religions and beliefs to support staff and managers in the workplace;
- Established a network of Coaches, including some trained to provide diversity related coaching to staff;
- Built gender considerations in to the Forestry Commission Scotland Talent Management Programme;
- Begun developing an Unconscious Bias training programme;
- Reviewed the Forest Research Promotions process (Scientific Staff only), seeking staff feedback on any specific diversity issues or barriers; and,
- Developed electronic downloadable posters, a booklet and job guides to support staff in delivering our diversity objectives.

## 4.2 Restructuring our business

As a public sector organisation, the Forestry Commission will continue until 2015 to embed the structural changes necessary as a result of the Government's 2010 Spending Review (SR10) reductions.

In addition to this, the Government's response to the Independent Panel on Forestry included the establishment in the longer term of a new body to hold the Public Forest Estate in trust for the nation. Establishing such a new body with greater independence from Government, and greater freedom to manage its own resources, will require further significant structural reform and demand long term resourcing to manage the transition. The response also recognised the retention of core forestry expertise within Government.

The Woodland Policy Enabling Programme (WPEP) brings together the three main strands of work coming out of the Government's forestry and woodlands policy statement:

- Setting up the new Public Forest Estate Management Organisation (PFEMO);
- Considering the future of our Government forestry functions; and,
- Establishing a fresh basis for future cross border working.

This joint Forestry Commission / Defra programme will ensure that changes are dealt with in an integrated way, including consulting with staff, Trade Union Side and external stakeholders.

In December 2013 Ministers also announced important changes to the way the Defra network delivers European Union (EU) payments in the future. We are one of four delivery bodies who will be affected, along with Natural England, the Rural Payments

Agency and Defra's Rural Development Programme for England (RDPE) Delivery Team. Office-based grant administration and support work, the important transactional functions which enable us to deliver EU Payments to our customers, will be brought together into the Rural Payments Agency. Having one organisation delivering EU Payments – using a single IT system – should make the administration of EU payments much simpler for customers and significantly reduce costly EU disallowance fines. It will also make the process of delivering the payments much more efficient, which will save money.

Technical functions on land management schemes will be focused in Natural England, while the Forestry Commission will remain the principal source of expert forestry advice. We will work closely with Natural England and the Rural Payments Agency to develop the detailed business processes for the new environmental land management scheme, to ensure that the service provided to customers is as integrated as possible.

These changes will have a significant impact, principally on Forest Services. Staff in the admin hubs, as well as those in National Office who support EU grant payments, will be affected, and it is likely that a number of posts will transfer to the Rural Payments Agency. A very small number of posts may transfer to Natural England. We will of course need to retain within Forest Services both the expert forestry skills to provide our customers with the advice they need, and the administrative support capacity for all our other important work on, for example, felling licences and plant health. A lot of detailed work needs to be done before we will be able to say which posts will transfer and how many will be affected. None of this is likely to happen until at least 2015-16. In 2014 we will be involved in further detailed design work with the other delivery bodies, and the Defra 'one business' team. We will work together to ensure we make any changes in the best possible way both for our staff, and for our customers ensuring equality considerations are integrated in to decision making processes .

New governance and management arrangements were put in place for Shared Services and Cross Border Functions. These were brought together under the Director Central Services who will continue to devolve these services and functions to the countries and implement a sustainable model for those functions which will continue to be needed and provided at a GB or UK level.

### 4.3 Equality and Diversity training

The Forestry Commission has developed and delivers in-house equality and diversity training. We have different levels of training event, tailored to suit the needs of staff and depending upon their level of exposure to customers and/or their involvement in policy making. The training includes all aspects of equality and relates to the Forestry Commission's business. This year we have

developed new on-line training modules for staff and managers and revamped our face-to-face training on the Equality Analysis process. The sessions run on our New Entrant (induction) courses have also been re-designed.

All new and existing training events managed by the Forestry Commission are reviewed to ensure appropriate equality and diversity messages and considerations are included. All our in-house Learning and Development trainers have attended learning sessions and have regular liaison with the Diversity Team to increase their understanding of equality and diversity and how it might impact upon their work.

#### 4.4 Equality and Diversity Staff Forum

Membership of our Staff Forum is drawn from volunteers across the Forestry Commission, and includes people from a range of different protected characteristic groups. Formed in 2008, the Staff Forum meets regularly to provide advice and feedback on policies and services that affect staff, to highlight any equality and diversity issues and support the Equality and Diversity Team in promoting equality and diversity throughout the organisation.

Over the last 12 months the Staff Forum has contributed to a number of policy developments and reviews, including:

- Reviewing the accessibility and usability of our internal and external diversity web pages;
- Engaging with our Diversity Champions to continue to embed diversity priorities across the organisation;
- Reported on diversity events in their business area, and shared best practice with others; and,
- Contributed to the review and refresh of policies and processes that impact on staff.

#### 4.5 Staff Survey 2013

We conduct a staff survey every two years to gauge satisfaction levels across the organisation and to identify areas for further investigation and improvement. The latest staff survey was undertaken in September 2013.

Overall, 56% (1410) of staff in post completed the survey, which although slightly lower than previous years, means the FC has a good robust set of results on which to make decisions and inform the development and implementation of the People Strategy for the future. The organisational strengths



and improvements since 2011 all contribute to a continued high level of staff engagement with the index at 75% in 2013 compared to 69% in 2011, which is also 19 percentage points higher than the benchmark for other civil service organisations.

The Forestry Commission's 2013 Employer of Choice Score is 3.16, which is an improvement on the 2.98 score from 2011. Organisations with a score of 2.50 are considered a good employer whilst those with a score of 3.00 or above would be considered an Employer of Choice.

The staff survey asks staff to provide information on their protected characteristics, which enables us to gather and analyse data in relation to information not currently gathered on our HR system, including religion and belief, sexual orientation, and gender identity, as well as age, disability, ethnicity and gender.

Of those staff that completed the staff survey:

- 58% identified as female, 32% as male, and 10% preferred not to disclose their gender;
- 94% identified as White, and 6% preferred not to disclose their ethnicity (due to low participation from staff who consider themselves BAME we cannot include information as it would be disclosive);
- 85% identified as heterosexual, 1% as a gay man or woman or as bisexual, and 14% preferred not to disclose their sexual orientation;
- 3% identified as being aged 16 to 24, 16% as 25 to 34, 22% as 35 to 44, 30% as 45 to 54, 16% as 55 and over, 1% as 65 and over, and 12% preferred not to disclose their age;
- 1.6% identified as being transgender;
- 4% considered themselves to be disabled; and,
- 42% identified as Christian (all denominations), 37% as having no religion, 6% as Atheist, 3% as other religion, and 12% preferred not to disclose their religion or belief.

Under the section on "Inclusive and Fair Treatment", the following results highlight that in response to the question:

- "My part of the organisation has a culture where discriminatory treatment, harassment and bullying are not tolerated" 82% of participants provided a positive response, an increase of 2% from 2011. In particular those aged 16 to 24 (92%) and 65 years and over (100%) responded positively to this question;
- "I would feel able to report bullying/harassment without worrying that it would have a negative impact on me" 76% of participants provided a positive response, an increase of 6% from 2011. In particular those aged 65 and over (100%) responded positively to this question; however people who consider themselves disabled were less positive (66%);

- "I am treated fairly at work" 85% of participants provided a positive response, an increase of 4% from 2011. In particular gay men or women or bisexuals (100%), those aged 16 to 24 (97%) and those aged 65 and over (100%) responded positively to this question;
- "I am treated with respect by the people I work with" 85% of participants provided a positive response, and increase of 2% from 2011. In particular those aged 65 and over (100%) responded positively to this question; and,
- "I think my part of the organisation respects individual differences e.g. cultures, working styles, backgrounds, ideas, etc. " 82% of participants provided a positive response, and increase of 12% from 2011. In particular those aged 65 and over (100%) responded positively to this question.

The staff survey also seeks to identify where staff feel they are being bullied or harassed, or that they feel they are being discriminated against. The following results highlight that in response to the question:

- "Are you currently being harassed or bullied at work" 3% of participants stated yes, a decrease of 2% from 2011; and,
- "During the past 12 months have you personally experienced discrimination at work?" 6% of participants stated yes, a decrease of 1% from 2011.

## 5. Monitoring data

We have completed a detailed monitoring process for employment data collected between April 2012 and March 2013. In the outcomes detailed in the following tables, we have represented the total Forestry Commission figures, though breakdown for each management unit is available on request from the [Diversity Team](#). The information was based on a snapshot as of 31<sup>st</sup> March 2014.

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

### 5.1 Overview of our analysis

The following tables show the detail of our workforce and specific comments have been made against each table. In summary, the tables demonstrate that our workforce is predominantly male (67%), White British (95%), not disabled (98%) and aged 40 or over (68%).

Approximately 52% of our BAME staff are in administrative positions, 24% in forestry posts, 5% in IT and 19% in science posts. A total of 60% of our female staff are in administrative posts, compared to 17% of male staff and 29% of women are in forestry related posts compared to about 73% of our male staff. A total of 37% of our disabled staff are in administrative positions, and 52% of disabled staff in forestry posts.

In our internal post filling and promotion process, male applicants were more likely to be successful and promoted than their female colleagues. It should be noted that the current gender demographic of the organisation is male dominant (67%) therefore we are more likely to receive a higher volume of applicants from this group for our internal recruitment campaigns. However, when considering the percentage of successful applicants and those promoted within each protected characteristic group, males were only slightly more successful. Disabled applicants were less likely to be successful than people without disabilities, and also less likely to be promoted. We shall continue to monitor this, but the low numbers of disabled staff make it difficult to draw conclusions. There were no direct reports of discrimination by people with disabilities based on the recruitment and/or promotion procedures. BAME and

White Other applicants were least likely to be successful or promoted during the year. Again, we shall continue to monitor this, but the low numbers of BAME and White Other staff employed overall and applying for vacancies make it difficult to draw conclusions.

As a result of the 2010 Spending Review, we have limited our advertising programme which promoted our job opportunities in media outlets specifically targeted to women, people with disabilities and people from minority ethnic backgrounds. We took this action, as although a more limited recruitment programme remained, we did not want to raise expectations beyond our capacity to recruit while the organisation was downsizing. However, our [External Recruitment](#) data shows that there was an increase in the number of applications from people from Black and Asian Minority Ethnic (BAME) and White Other backgrounds, and those aged 40 and over this year than had been recorded in the previous year although the numbers remain low in comparison to the overall number of applications.

We provide a wide range of [internal training](#), to suit the requirements of the business and provide a Management Development Programme to provide our managers with the necessary skills to progress, or to improve their performance at their present level. This programme is targeted more towards managers' individual skill sets than our previous management training events. The Forestry Commission has its own in-house Learning and Development team, who design and deliver training in response to business needs. [External training](#) is also widely used to cover areas of particular expertise e.g. IT software. Our in-house Learning and Development team receives regular updates on equality and diversity issues and offer flexible training options to those who request them because they have a disability or caring responsibilities. This enables more people to access training by removing barriers created by the training materials, or by the need to travel to a training venue or commit whole days to training.

Our analysis allows us to identify and investigate any apparent discrepancies in the year, but the low numbers of disabled and BAME staff means that the data can be significantly changed by just one or two people being promoted, accessing training, receiving top performance marks etc. We compare data gathered over the years to see whether any trends are developing, and whether discrepancies are repeated year on year.



## 5.2 Staff in post as at 31 March 2014

Disabled	Not disabled	Female	Male	BAME*	White Other	White British	Age 39 or less	Age 40 or over
63	2474	834	1703	22	89	2418	812	1725
2%	98%	33%	67%	1%	4%	95%	32%	68%

\*0.3% of staff racial group "unknown"

The table shows that our workforce of 2537 people is predominantly male, not disabled, aged 40 or over and White British.

Our staff turnover was 23% for 2011/12; 24% for 2012/13; and 13% for 2013/14.

Our staff age data shows that our workforce is predominantly made up of staff aged 40 and over. Only 4% (93) of our staff are aged 24 or under and 56% of these are on Short Term Temporary Contracts, with the majority of these staff participating in our Apprenticeship Schemes.

## 5.3 Full/part time split at 31 March 2014

	Disabled	Not disabled	Female	Male	BAME	White Other	White British	Age 39 or less	Age 40 or over
Full time	83%	85%	67%	94%	82%	90%	85%	88%	84%
Part time	17%	15%	33%	6%	18%	10%	15%	12%	16%

The percentage of staff that work part time has increased in comparison to 2012/13 for staff who consider themselves disabled, are female, White British and aged 40 or over, with a slight decrease for remaining groups. Part time female workers increased from 31% to 33% in 2013/14 and 14% to 16% for those aged 40 or over.

The data highlights that women are more likely to be part time than others and that men are least likely to work part time. The reasons why women are more likely to work part time are generally well understood and the Forestry Commission has good family friendly policies, including a range of working pattern options, in place to support staff. To help staff with caring responsibilities learn about their rights and what the Forestry Commission can do to help support them, the Diversity Team published guidance on support for Carers.

We have also seen a significant increase in the percentage of BAME staff working part-time, increasing over the last few years from 6% in 2011/12 to 18% in 2013/14. On further investigation the data highlights that although there has been a small increase (four people) in the number of BAME staff working part-time, the significant percentage change is due to the small numbers of BAME staff in the organisation overall.

## 5.4 Type of contract at 31 March 2014

	Disabled	Not disabled	Female	Male	BAME	White Other	White British	Age 39 or less	Age 40 or over
Perm	87%	90%	88%	91%	77%	81%	91%	82%	94%
Fixed Term Temp	6%	4%	5%	4%	9%	11%	4%	11%	1%
Short Term Temp	-	3%	4%	3%	9%	7%	3%	6%	2%
Other*	6%	2%	2%	2%	5%	1%	2%	1%	3%

\* Other – Casual, Office Holders, Part year appointments, Re-employed pensioners, seconded officers, fixed term recurring appointment, committee members, other contractors

The table highlights that the majority of the Forestry Commission's staff are on permanent contracts. The percentage of staff that have a permanent contract has remained equal to 2012/13 at 90%, however there has been a significant decrease for those who consider themselves disabled or BAME, and a slight decrease for those who are male or White Other. The only increase in permanent contracts is for those aged 40 and above, with not disabled, female, White British and aged 39 or less remaining the same as 2012/13.

As the organisation is currently progressing a major change programme, it is therefore to be expected that many vacancies are not advertised as permanent until future staffing structures are formalised.

We also offer temporary contracts for our apprenticeship programme and seasonal work, which predominantly attracts applicants who are male, not disabled, aged under 39 or from a White Other ethnic backgrounds.

## 5.5 Pay Band at 31 March 2014

	Disabled	Not disabled		Female	Male		BAME	White Other	White British		Age 39 or less	Age 40 or over
Senior Pay Bands*	2%	1%		<1%	<1%		-	-	1%		<1%	1%
Middle Pay Bands**	5%	12%		9%	13%		9%	7%	12%		4%	15%
Other Pay Bands***	92%	86%		89%	85%		86%	93%	86%		96%	82%
Contractors and Office Holders	2%	1%		1%	1%		5%	-	1%		<1%	2%

\* Indicates staff who are Commissioners, or in paybands SSG1A, SSG1, and SSG2; \*\* Indicates staff who are in paybands PB1, PB2 and PB3; and \*\*\* Indicates staff who are in paybands PB4, PB5, PB5(Op), PB6A, PB6A(Op), PB6B and PB7.

The table shows that distribution of protected characteristics across the pay bands is quite even and has not changed significantly from the figures reported in 2012/13, with staff who are not disabled, age 40 or over and male staff slightly more likely to be in a higher pay band than disabled, younger and female staff.

The differential for age at Middle Management level can be explained by longer service and greater experience, which generally leads to increased application for higher graded posts. The most significant difference is for White Other staff, none of whom are in the Senior pay bands and who are less likely to be in the Middle pay bands than other staff. Detailed analysis shows that 13% of our White Other staff are employed on Part Year Appointments to work in our Tree Nurseries, where limited management positions are available.

Despite our staff turnover and limited recruitment, the distribution of staff across the Pay Bands has not changed significantly from those reported in 2012/13. Due to restructuring following SR10 and an ongoing change programme the number of staff employed as a contractors or office holders remains low across all protected characteristic groups, remaining below 2% of staff in post and similar to 2012/13.

## 5.6 Internal post filling and promotion during 2013/2014

273	Disability			Gender			Ethnicity			Age			
	Disabled	Not disabled	Disability unknown	Female	Male	Gender unknown	BAME	White Other	White British	Race unknown	39 or less	40 or over	Age unknown
Number of Applicants	8	258	7	92	212	8	7	15	275	8	166	131	8
All applicants	3%	95%	2%	34%	69%	3%	2%	5%	90%	3%	54%	43%	3%
All Interviewed	4%	94%	2%	41%	68%	3%	2%	5%	90%	3%	56%	41%	3%
All Successful	4%	93%	3%	44%	67%	3%	1%	6%	90%	3%	57%	40%	3%
All Successful and Promoted	-	100%	-	40%	72%	1%	-	10%	90%	-	54%	46%	-

With the exception of Forest Research, which holds traditional promotion boards for its scientific staff, the Forestry Commission holds open internal competition for many of its vacancies. Success in an internal competition will result in promotion when the job advertised is at a higher pay band than that of the successful applicant.

The data highlights that:

- Applicants for internal vacancies are predominantly male, not disabled, White British and aged 40 or over;

- Females, disabled, BAME and White Other, and aged 39 or less were slightly more likely to be successful in their application in comparison to overall numbers who applied; and
- Staff who were not disabled, male, White British and aged 39 or less were more likely to gain promotion following a successful application.

It was observed in previous monitoring reports that a number of candidates did not complete diversity monitoring information when applying for internal vacancies, which affected our data analysis. We therefore chose to introduce obligatory completion of diversity information as part of our recruitment process. Although now in the second year, it should be noted that there still remains a small number of candidates who preferred not to disclose their information when applying for internal vacancies but this had a very minor impact on the statistics.

We shall continue to monitor this data and establish whether there is any trend or indication that staff from BAME or White Other backgrounds are less likely to apply for vacant posts than other staff. If so, we shall invite the [Equality and Diversity Staff Forum](#) to help us understand any barriers and identify solutions, to encourage more of our BAME staff to enter internal competitions.

The results of Staff Survey's have consistently highlighted that there was a significant proportion of staff who felt that the organisation's post-filling and promotion procedures were not fair or transparent. In response to this the Social and Economic Research Group (SERG) of Forest Research were commissioned with designing and managing a survey open to all Forestry Commission staff with the objective of assessing levels of staff satisfaction with these and improving understanding of the reasons behind satisfaction or dissatisfaction.

The results of the survey by SERG highlighted that staff felt that:

- Clarity of policy, procedure and process could be better;
- Sometimes there was perception of failure to apply policy procedure and process correctly;
- There was a lack of skills and experience of the recruitment procedure and process within the business;
- Timeliness of process could be better defined, particularly around time taken to trawl vacancies and in providing constructive feedback to candidates; and,
- Difficulty and dislike of I-Grasp E-recruitment portal (online application process).

Findings from the survey were presented to the Human Resources Management Board (HRMB), and the following key actions were agreed:

- A Working Group should be convened to oversee and deliver actions;
- Undertaking a full review recruitment of policies, procedures and processes to provide clearer guidance for Managers and Employees;
- Develop further training to support managers, including the development of E-Learning modules;
- Create additional guidance to support candidates (both internal and external), including the development of E-Learning modules;
- Review 'Best Practice' to simplify using the Civil Service Competency Framework;
- Review alternative options and consider changing our E-recruitment portal;
- Create end to end process maps of the recruitment process to define gaps and look at ways to streamline the process; and
- Produce progress reports to provide 'Time to Hire' details, highlighting recruitment timescales for recruiting managers.

Work on progressing key actions will be taken forward throughout 2014/15, including adopting and using the wider Civil Service Recruitment Portal. Progress will be reported in our next Annual Monitoring Report.

In addition, Forest Research has also undertaken a review of recruitment and selection procedures in their business area, particularly in relation to Science Promotion Boards, with the remit of examining the current processes and making recommendations for future arrangements.

Staff feedback gathered from Staff Surveys and focus groups was used to identify areas for consideration in the review, and focussed on:

- Clarity of policy, procedure, process, and timescales in relation to recruitment, selection and Job evaluation could be better;
- Improvements to the feedback provided to candidates throughout the recruitment process;
- Improved discussions between management and candidates regarding career development, and suitability for promotion both immediately and in the future; and,
- Clarity and transparency regarding the criteria used during Science Promotion Boards, including a standardised application form to enable Boards to benchmark more consistently.

The review will be progressed during 2014/15 and progress will be reported in our next Annual Monitoring Report.

## 5.7 External recruitment during 2013/2014

3,908	Disability			Gender			Ethnicity				Age		
	Disabled	Not disabled	Disability unknown	Female	Male	Gender unknown	BAME	White Other	White British	Race unknown	39 or less	40 or over	Age unknown
Number of Applicants	162	3647	99	1438	2395	75	190	386	3248	84	2473	1325	110
All applicants	4%	93%	3%	37%	61%	2%	5%	10%	83%	2%	63%	34%	3%
All Interviewed	5%	93%	2%	44%	55%	1%	1%	7%	91%	1%	60%	37%	3%
All Successful	2%	97%	1%	49%	50%	1%	<1%	7%	92%	<1%	69%	30%	1%

It was observed in previous monitoring reports that a number of candidates did not complete diversity monitoring information when applying for external vacancies, which affected our data analysis. We therefore chose to introduce obligatory completion of diversity information as part of our recruitment process. Although now in the second year, it should be noted that there still remains a small number of candidates who preferred not to disclose their information when applying for external vacancies but this had a very minor impact on the statistics.

Restrictions implemented as part of the Government spending review means we have stopped promoting our job opportunities as extensively in targeted media outlets to avoid raising expectations beyond our current capacity to recruit.

In the last three years our data shows that in:

- 2011/12 we had 284 external vacancies, which attracted 2,151 applications and gives an average applicant to vacancy ratio of 8:1;
- 2012/13 we had 337 external vacancies, which attracted 11,569 applications and gives an average applicant to vacancy ratio of 34:1; and
- 2013/14 we had 214 external vacancies, which attracted 3,908 applications and gives an average applicant to vacancy ratio of 32:1.

Although the number of external vacancies has decreased in comparison to previous years, overall the average number of applicants per post remains high. Overall, during 2013/14 we have seen an increase in applications from candidates who are female, BAME, White Other or aged 40 and over. As a result data shows that of the successful candidates:

- The number of females was almost equal to males for the first time;
- There was a slight increase in those who are White Other; and
- A slight increase in those aged 40 and over.

Applicants aged 40 and over, those from a BAME or White Other backgrounds, or who considered themselves disabled were least likely to be successful overall, although it should be noted that proportionately these groups have the lowest numbers of applicants. During 2013/14 we also held a recruitment exercise for our Graduate Development programme (GDP) for three positions, based within Forestry Commission Scotland. The GDP does not utilise our standard recruitment process, instead applicants successful at each stage progress through the following process:

- Application/Pre-screening;
- Online Aptitude tests;
- Short interview;
- Assessment Centre; and
- Final Interview.



446*	Disability			Gender			Ethnicity			
	Disabled	Not disabled	Disability unknown	Female	Male	Gender unknown	BAME	White Other	White British	Race unknown
Applicants	4%	96%	1%	37%	62%	3%	8%	11%	83%	1%
Successful	-	100%	-	100%	-	-	-	33%	67%	-

\*Data on age has not been included due the very small number of people applying who are aged 40 and over, as this could be disclosive.

Information regarding the protected characteristics of applicants to the GDP highlights similar trends to our main recruitment process, in that the majority of applicants are White British, not disabled and male.

Through monitoring we identified a trend in the low percentage of people with disabilities that apply for our external vacancies, including the GDP. Therefore, we commissioned Forest Research to carry out research to gain a fuller understanding in to what disabled people feel and understand about the Commission and the employment opportunities we offer, learn more about the barriers to recruitment experienced by disabled people, and identify potential means to improve application rates from this group.

The research highlighted that in general the environment sector and specifically employment with the Forestry Commission is not an attractive proposition for people with physical, sensory and mental health disabilities. The main issues presenting barriers are perceptions that work is based in inaccessible rural areas, in outdoor settings and involves physical work and complex health and safety contexts. There is very low appreciation of the full range of roles on offer, and the kinds of transferable skills and competencies that can be applied.

A number of recommendations that could potentially increase the numbers of applications from disabled candidates were identified, including:

- Changing some advertising practices;
- Adjusting recruitment processes;
- Making the Forestry Commission more visible as an organisation and a prospective employer; and,
- Continuing with a programme of action to support social diversity and quality within the organisation.

These recommendations will be considered further as we implement wider changes to our recruitment processes, including utilising the Civil Service Recruitment Portal and potential impacts of the reviewed Disability Symbol “Two Ticks” scheme (under review by the Department for Work and Pensions). Details on progress and any agreed actions will be included in our next monitoring report.

## 5.8 Performance marking for the year ending 31 March 2014

Performance rating	Disabled	Not disabled	Female	Male	BAME	White Other	White British	Age 39 or less	Age 40 or over
Top	15%	19%	21%	18%	10%	18%	19%	19%	19%
Good	85%	80%	79%	81%	90%	82%	80%	80%	80%
Not Fully Effective – less than <1%, figures would be disclosive									

The data shows that females are slightly more likely than males to be awarded a Top Performance and this mirrors last year’s figures. The data also shows BAME staff are less likely to receive a Top Performance rating than any other racial group. However, in comparison to last year, there have been less staff across all racial groups awarded a Top Performance rating. Previous analysis shows the length of service has a significant impact on the probability of being regarded as a Top Performer; 61% of all staff receiving a Top Performance rating had more than ten years service. Currently, only two of our BAME staff has more than 10 years service.

Staff with a disability are also less likely to be awarded a Top Performance rating than those without a disability, with the number of disabled people achieving a Top Performance rating decreasing from 21% in 2012/13 to 15% in 2013/14. A closer analysis of the data shows that the number of staff with disabilities who have achieved a Top Performance rating decreased from 10 people in 2011/12 to 9 people in 2013/14. As a result of the smaller number of disabled staff we employ overall, a small change in the number of people who achieve a rating can have a significant impact on the proportion of staff who achieve a particular rating.

## 5.9 Internal training, average events attended per person during 2013/14

	Disabled	Not disabled	Female	Male	BAME	White Other	White British	Age 39 or less	Age 40 or over
Forest Man'ment and Operations	1.13	1.31	0.68	1.61	0.82	1.36	1.31	2.04	0.96
IT, Product Knowledge, and People Skills	1.49	1.65	1.97	1.49	2.09	1.83	1.64	1.85	1.58
Man'ment Dev'ment Prog	0.05	0.10	0.14	0.08	0.09	0.12	0.10	0.10	0.10
All training	2.67	3.06	2.79	3.18	3.00	3.31	3.05	3.99	2.64

Overall, the data shows that there has been an increase in the average number of internal training events attended by staff across all groups. The table shows that during the year, those aged 39 or less received highest amount of training. This is to be expected, as we have a large proportion of staff aged 39 or less who have been recruited or moved in to new roles, including our Apprentices.

There has been a significant increase in training attended by BAME and White Other staff. However, we are aware that due to the small numbers of staff from these groups the results can be affected by a small increase in training attended.

Staff who are female, disabled or aged 40 and over received the least amount of training. However, as operational training is all focussed in the Forest Management and Operations category, predominantly staffed by men and who are not disabled, we would expect to see these results.

### 5.10 External training, events attended per person during 2013/14

	Disabled	Not disabled	Female	Male	BAME	White Other	White British	Age 39 or less	Age 40 or over
IT	0.02	0.02	0.02	0.01	0.00	0.02	0.02	0.01	0.02
Interpersonal Skills	0.00	0.01	0.02	0.01	0.00	0.00	0.01	0.01	0.01
Management training	0.08	0.08	0.08	0.08	0.05	0.10	0.08	0.10	0.07
Personal Development	0.21	0.24	0.17	0.27	0.23	0.15	0.24	0.29	0.21
Technical training	0.19	0.32	0.20	0.37	0.23	0.33	0.31	0.39	0.28
All training	0.49	0.67	0.49	0.75	0.50	0.60	0.66	0.81	0.59

External training covers Continuous Professional Development, specialist courses and conferences. The data shows that in comparison to 2012/13 overall participation in external training by staff across all groups has increased, with the greatest increase for those who are not disabled, male, BAME, and aged 39 or less.

The demand for external training can vary, and be influenced by external drivers. For example, due to the high risk nature of our work to comply with Health and Safety Executive (HSE) requirements 34% of external training was in relation to first aid in the workplace, which must be renewed at least every three years.

## 5.11 Leavers during 2013/2014

	Disabled	Not disabled	Female	Male	BAME	White Other	White British	Prefer not to disclose	Age 39 or less	Age 40 or over
All leavers during 2013/2014*	1%	99%	38%	62%	-	3%	96%	1%	53%	47%
Leavers during 2012/2014*	-	62%	63%	61%	-	64%	61%	80%	73%	48%
End of contract **	60%	10%	3%	15%	-	-	11%	-	-	22%
Retirement ***	40%	22%	30%	17%	-	18%	22%	20%	25%	19%
Resignation	-	<1%	-	<1%	-	-	-	-	-	-
Compulsory Early Leaver	-	1%	1%	2%	-	18%	1%	-	1%	2%
Transfer / Secondment	-	3%	3%	2%	-	-	3%	-	-	5%
Voluntary Early Exit	-	2%	1%	2%	-	-	2%	-	1%	3%

\* Total Leavers in 2013/2014 = 364; \*\* end of contract – end of casual STTA, FTA, PYA contracts; \*\*\* Retirement – Actuarial, Age, Medical, Re-employed Pensioner Retired.

In preparation for reducing the overall Forestry Commission workforce we have utilised Short Term Temporary Appointment contracts (STTAs) that last up to three years to fill seasonal / short term jobs and to cover for staff absences i.e. maternity leave, long-term sick absence, etc. As a result 62% of all leavers during the year were as a result of STTA contracts ending.

Historically, it is younger people who apply for and are appointed to STTA contracts, and this accounts for the higher level of leavers aged 39 or less. We have a high proportion of White Other staff on temporary contracts, mainly in our seasonal positions based in nurseries, and that also accounts for the higher leaver rate as a result of termination of contract.

Disabled staff were least likely to leave because their contract had terminated, although the percentage of disabled staff on temporary contracts is comparable to other staff. The low disabled staff population means that one or two additional leavers will have had a significant impact on the proportions shown in the table.

Staff with disabilities were more likely to resign than other staff. An Exit Interview is offered to all staff that leave the organisation, and there has been no indication from these staff that issues related to their protected characteristics were the reason for resignation. Other resignation levels are comparable and indicate no underlying issues that might prompt an increased turnover in some groups in comparison.

## 5.12 Discipline during 2013/14

Disabled	Not Disabled	Female	Male	BAME	White Other	White British	Age 39 or under	Age 40 or over
-	100%	29%	71%	-	-	100 %	57%	43%

Seven staff were disciplined during the year, representing less than 1% of all staff in post, with all disciplinary proceedings resulting in a penalty.

All disciplinary cases are individually overseen by a HR Case Manager, to ensure that the Discipline Policy and Procedure is applied correctly and consistently across the Forestry Commission. There is no evidence from the table or from reasons for discipline (not shown) of any discrimination. This figure is lower than the number of disciplinary cases in 2012/13.

### 5.13 Grievances raised during 2013/14

Disabled	Not Disabled	Female	Male	BAME	White Other	White British	Age 39 or under	Age 40 or over
-	100%	33%	67%	-	-	100%	33%	67%

The number of staff grievances raised during 2013/14 fell slightly from four in 2012/13 to three; this figure represents less than 1% of staff in post. There is no evidence from the table of any discrimination.

The reasons for raising the grievances are varied, with none citing any discrimination. Of the grievances, two were partially upheld and one was not upheld.

### 5.14 Work patterns at 31 March 2014

	Disabled	Not disabled	Female	Male	BAME	White Other	White British	Age 39 or less	Age 40 or over
Five weekdays*	78%	84%	69%	91%	86%	84%	89%	82%	84%
1 – 4 weekdays**	9%	6%	16%	2%	5%	6%	7%	6%	7%
Other	13%	10%	15%	7%	9%	10%	5%	12%	9%

\*Five weekday = any five day worked in a 7 day week

\*\* 1-4 weekdays = any 1-4 days worked in a 7 day week

Staff with disabilities, those that are female or White Other are more likely than others to work a one to four day week or Other working pattern. This reflects what would be expected when considering traditional caring responsibilities and difficulties that some people with disabilities may have to sustain a five day week working regime.

Male staff are less likely to work one to four weekdays. The number of male staff who work a five day week has reduced slightly to 91% in comparison to 93% in 2012/13.

Other work patterns include Annualised Hours, which allow for attendance to vary through the year, and Rostered contracts, which generally include duty turns over weekends. This flexibility is important to the Forestry Commission, as it allows us to manage both recreation and forest management needs and accommodate seasonal peaks and troughs.

## 5.15 Return to Work after Maternity Leave

The Forestry Commission exceeds statutory legislation in relation to paid maternity leave, and also offers a range of family friendly policies to support parents in the workplace.

During 2013/14 we had 74 staff members on maternity leave, of which:

- 55 returned to work; 27 of whom commenced maternity leave in 2013/14, and 27 in 2012/13; and 21 had a period of unpaid maternity leave prior to returning to work;
- 17 staff are still absent; 9 are on paid maternity leave, 4 on unpaid maternity leave, and 4 staff members are on a career break following a period of unpaid maternity leave; and,
- 2 staff left the FC after a period of maternity leave; 1 transferred out of the organisation, and 1 resigned.

Analysis from the 2013/14 data shows an average return rate of 96% that compares favourably with the GB percentage of women who return to work after maternity leave, which the [Health and Safety Executive](#) calculated at 69% in 2002.

## 6. Equal Pay

### 6.1 Equal Pay Audit

The Forestry Commission wants employees to be fairly and equitably rewarded for the work they do, therefore Equal Pay Monitoring is part of the annual pay review process. A full Equal Pay Audit was concluded in July 2014, and involved comparing the pay of protected groups who are doing equal work; investigating the causes of any pay gaps to establish if there is an explanation and justification; and identifying any gaps that could not be satisfactorily explained.



The scope of the audit was to identify pay gaps on grounds of gender, working pattern, ethnicity, disability and age. Sufficient diversity information was not available on the other protected characteristics so a broader review was not possible. The audit considered pay, overtime and pensionable allowances.

The audit focussed on employees in Pay Bands 1 to 7, including operational pay bands. The Senior Staff Group was excluded from the audit, as responsibility for Senior Civil Service pay is held by the Cabinet Office. As there is a single staff group for pay negotiation purposes the data was analysed at Forestry Commission level.

Below the Senior Staff Group there are 10 pay bands, reflecting eight levels of job responsibility. At Pay Bands 5 and 6A there are operational pay bands which have a higher basic salary to recognise the requirement to undertake operational working which involves greater flexibility in working hours, longer working hours and on-call duties. These roles do not normally qualify for overtime or on-call allowance. Operational Pay is currently under review, therefore detailed analysis of these pay bands was not included in the audit.

On conclusion of the pay audit, a number of recommendations were developed to ensure the FC continues to identify and address any pay anomalies, specifically:

- Pay:**
  - Continue action to reduce the number of spine points or make awards that provide higher rises for those lower down the pay band with particular focus on operational pay bands and their non-operational equivalents.
  - All pay modelling must include a gender pay gap analysis at FC and pay band level.
  - Equality monitoring during post-filling and recruitment must continue to review essential criteria to ensure that any requirement for a particular number of years and/or level of experience can be materially and legally justified.
- Overtime:**
  - Investigate further the effect of different overtime rates on different age groups
  - Actions to diversify the workforce and encourage more females to undertake operational delivery roles, where there is a business requirement to work more additional hours, will improve the overtime pay gap.
- Allowances:**
  - Investigate how to improve the consistency and level of detail being provided when Recruitment & Retention Allowance (RRA) is approved to ensure that rationale are clear and size of payments justified.
  - Update the Temporary Responsibilities Allowance (TRA) guidance to ensure that those over normal pension scheme

- retirement age are not excluded from consideration for opportunities to take on additional responsibilities.
- In posts where staff are required to be on-call the business must ensure that it is available for everyone in the post irrespective of gender or age.
  - Consider if a mark-time allowance with no fixed end date remains appropriate given the current public sector pay policy.

A copy of the full Equal Pay audit is available on request from the [Diversity Team](#).

## 6.2 Average earnings at 31 March 2014

Average earnings for staff in post include full time equivalent Salary and Overtime. Protected characteristic earnings are compared to all-staff earnings by Pay Band. Details shown in red in the table below highlight where average earnings are below the all staff average earnings for the protected characteristic groups, and details show in blue highlight where it is equal to or above the staff average earnings.

	All staff average earnings	Disabled // All staff	Not disabled // All staff	Female // All staff	Male // All staff	BAME // All staff	White Other // All staff	White British // All staff	Age 44 or under // All staff	Age 45 or over // All staff
SSG2	£109,439	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
SSG1A	£75,655	8.4%	-1.9%	2.4%	-1.2%	-	-	0.0%	-	0.0%
SSG1	£69,252	-	0.0%	-6.5%	1.2%	-	-	0.0%	-1.5%	0.3%
PB1	£63,611	-	0.0%	-0.9%	0.1%	-	-	0.0%	-	0.0%
PB2	£51,704	-	0.0%	-1.5%	0.5%	-9.0%	-9.0%	0.2%	-6.9%	0.6%
PB3	£41,674	2.2%	0.0%	-2.6%	1.1%	1.0%	-2.1%	0.1%	-3.7%	0.5%
PB4	£34,472	1.4%	0.0%	-3.0%	1.2%	-1.3%	-3.6%	0.3%	-5.0%	1.6%
PB5Op	£30,617	0.9%	0.0%	-4.1%	0.8%	-3.1%	-5.3%	0.3%	-4.4%	2.1%
PB5	£26,646	3.2%	-0.1%	-1.1%	1.4%	-2.6%	-5.9%	0.3%	-3.8%	2.4%
PB6AOp	£26,943	-0.6%	0.0%	-4.4%	1.0%	-	-2.5%	0.1%	-3.4%	2.0%

	All staff average earnings	Disabled // All staff	Not disabled // All staff	Female // All staff	Male // All staff	BAME // All staff	White Other // All staff	White British // All staff	Age 44 or under // All staff	Age 45 or over // All staff
PB6A	£25,429	<b>2.8%</b>	<b>0.0%</b>	<b>-10.7%</b>	3.5%	<b>-10.8%</b>	<b>-14.1%</b>	0.5%	<b>-5.8%</b>	2.9%
PB6B	£20,543	<b>-1.0%</b>	<b>0.0%</b>	<b>-1.6%</b>	1.3%	<b>-3.3%</b>	<b>-5.7%</b>	0.1%	<b>-2.7%</b>	1.3%
PB7	£15,924	<b>-3.4%</b>	<b>0.2%</b>	<b>-0.5%</b>	0.2%	-	3.0%	<b>-0.3%</b>	<b>-0.7%</b>	2.0%
All Staff	£28,770	<b>-6.4%</b>	<b>0.2%</b>	<b>-9.1%</b>	3.9%	<b>-2.8%</b>	<b>-6.2%</b>	0.2%	<b>-14.8%</b>	<b>5.8%</b>

\*Includes 0.3% of staff racial group "unknown"

The data indicates some significant differences (highlighted in bold) in average earnings per Pay Band between the different protected characteristics for which we capture data. Further investigation of the differences show that they occur as a direct result of staff length of service and payment of overtime.

Many of our roles, and associated Pay Bands, are operational and specifically forest-based roles such as forest crafts, machine operators, etc which are historically and predominantly roles held by males, not disabled, White British and aged over 40. Details below of average length of service highlights that this dominance is still apparent in the structure of the workforce today, although the data indicates that people who consider themselves disabled are more likely to have longer service:

- 20.7 years for staff with who consider themselves disabled, and 15.5 years for staff who are not disabled;
- 17.6 years for males, and 11.0 years for females;
- 16.1 years for White British, 7.1 years for BAME, and 6.2 years for White Other; and,
- 5.7 years for those aged 39 or less, and 20.4 years for those aged 40 and over.

As our longer-serving staff are male, White and over 40 years of age proportionately we have more of these groups of staff at the maximum of the pay scales than women, those who are BAME or White Other and those aged 39 or less which gives rise to 'natural' pay gaps.

Many of these roles also have a greater business need to work additional hours, resulting in payment of overtime and this continues, although to a lesser extent than in previous years. For example, in the year 2013/14 women accounted for 12% and men for 88% of the total amount of overtime paid.

For over ten years, we have been actively re-structuring our 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 the shortening of the pay scales means staff can theoretically reach the maximum of the Pay Band within four years. However, the two-year pay freeze and continuing Civil Service wide cap on pay has halted progression from minimum to maximum of our Pay Scales.

## 7. Our approach to monitoring and evaluation

Monitoring and evaluation is a key priority for the Forestry Commission and will form the basis, along with Equality Analysis, of future action. Comprehensive and meaningful data, information and research will be collected and used to build an evidence base to help us assess our progress in meeting our objectives for equality. The Forestry Commission will continue to monitor the required areas under the Equality Act 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.

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

- Comprehensive benchmarks against which we can monitor progress against achieving our [Equality Objectives](#) (see [Section 2.3](#) and [Appendix 1](#))
- A quantitative basis for Equality Analysis with which we can highlight areas of required action.

## 8. Conclusion

We continue to be encouraged with the progress we are making as an organisation to provide our customer services to communities of those with protected characteristics. However, we are also very aware that we still have a challenge ahead of us and know that there is more to do. This will not be an easy challenge, many of the issues will take time, but work is underway and we are committed to making a real difference to our customers and our staff.

Thank you for reading our annual monitoring report. 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 0300 067 5046.

# Appendix 1

## Equality and Diversity Objectives – Summary

This document is a summary of our specific equality and diversity objectives.

These have been split into three tables of responsibility as follows: the Diversity Team, FC England, and FC Scotland. Although the FC is a cross border organisation, responsibility for forestry is devolved and the FC exercises its powers and duties separately, and receives separate funding in England and Scotland. This has led to different FC business models in each country and as a result, some objectives cannot be taken forward in all countries, and the pace of progress will depend on the resources available.

As of April 2013 a new body, Natural Resources Wales has taken over the functions previously carried out by Forestry Commission Wales, and details of their approach to diversity can be found on their [website](#).

<b>Summary Table of Objectives – Diversity Team Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress as at December 2014</b>
Develop a new Diversity Communications Strategy	Diversity Team & the Communications Team	December 2012	Diversity Team to check via next staff survey whether staff understand this agenda	A new Communications Strategy has been drafted and discussed with the Communications Team. Progress has been made on increasing the tools used internally to convey diversity messages to all staff, and externally for customers. This has included developing and promoting a suite of downloadable electronic posters, a booklet and job guides.
Ensure that staff over 55 have an Individual Learning Plan and are developed appropriately	Diversity Team with Learning and Development Team	On-going	Diversity Team to analyse future staff survey returns about this issue	The 2013 Staff Survey shows that those staff aged 55 and over was just as likely as other groups to have an Individual Learning Plan in place. The Diversity Team will continue to engage the L&D team and reminding managers that all staff should have an Individual Learning Plan and must be engaged about development needs. We will monitor progress against the results of the 2015 Staff Survey, and detail in the appropriate monitoring report.
Monitor the age distribution of FC staff	Diversity Team	January 2013	Results will be published in the annual Monitoring Report	This information and analysis is included in <a href="#">section 5.2</a> of the annual Monitoring Report and also considered and reviewed within the analysis of the biennial Staff Survey.

<b>Summary Table of Objectives – Diversity Team Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress as at December 2014</b>
Improve the level of staff declaration of disability by providing easier and better systems and more supporting guidance for managers and staff	Diversity Team	Ongoing	Review numbers of disabled staff during annual monitoring exercise	In order to increase the number of staff telling us of their disabilities we have reviewed and amended the guidance and support materials available to staff and managers on the implementation of reasonable adjustments. We will continue to monitor staffing data to ascertain any improvements.
Investigate the Two Ticks Standard	Diversity Team	April 2015	A review and report will be made on the options from discussion by the HR Management Board	A review of the Two Ticks Standard is being undertaken by the Department for Work and Pensions (DWP). On completion of the review we will investigate further whether to introduce the standard.
Increase the number of job applicants with a disability	Diversity Team	On-going (when external recruitment begins again)	Monitor number of applicants to declare a disability and report in annual Monitoring Report	This information and analysis is included in <a href="#">section 5.7</a> of the annual Monitoring Report. This year we had 162 disabled applicants, of which 12% were interviewed and 2% offered the job.
We will prepare and publish factsheets on specific religions	Diversity Team	On-going throughout 2014/15	We will monitor staff feedback on these	Factsheets have been externally assessed and published on our Intranet throughout the year.
We will review and consider launching another Graduate Recruitment	Learning and Development Team	When recruitment freeze ends	Diversity Team will monitor diversity of successful candidates	The Diversity Team supported the development of the 2013/14 Graduate Recruitment Programme which offered 3 placements.



<b>Summary Table of Objectives – Diversity Team Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress as at December 2014</b>
Programme at the appropriate time				Details of applicants to this programme are included at <a href="#">section 5.7</a> . Another programme will be launched for 2014/15 for 3 placements across England and Scotland.
We will review and consider launching another Leadership Development Programme at the appropriate time	Learning and Development Team	Date to be confirmed	Diversity Team will monitor diversity of successful candidates	There are no current plans to launch another Leadership Programme.
We will consider mentoring and coaching of women by women in higher pay bands with the aim of increasing the number of women in the middle management group by 5%	Learning and Development Team	March 2016	Progress will be measured via the annual diversity monitoring of staff and published in the Monitoring Report each January	There are no current plans to undertake this exercise at the current time, as the organisation is downsizing and being restructured.
We will re-commence events to highlight and promote the range of career	Diversity Team and wider HR	When recruitment freeze ends	Diversity Team will monitor diversity of successful candidates	Not commenced while a Government-wide recruitment freeze is in place.

<b>Summary Table of Objectives – Diversity Team Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress as at December 2014</b>
opportunities that the Forestry Commission can offer				
Canvas views of LGB community on FC services through a short survey	Diversity Team		Diversity Team and Stonewall monitor quantity and quality of responses	A UK survey was completed in partnership with Stonewall Scotland. No significant barriers to FC services were identified. This action is now complete.
Participate in the Stonewall Good Practice Programme	Diversity Team	On-going	Diversity Team monitor views of LGB staff via the biennial Staff Survey	The Diversity Team continues to engage in this Programme.

<b>Summary Table of Objectives – FC England Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress as at December 2014</b>
Continue to offer disabled viewing platforms and free carer tickets for people with disabilities who need assistance attending live music events	Box Office Manager/ Local Managers	Ongoing	Events Manager to monitor and report annually to Diversity Team the number of disabled/carers tickets issued	<p><b>National Concert Programme – Forest Live</b> 25 concerts held throughout the year, with accessible viewing platforms available to all requiring additional support.</p> <p>A free carer/companion ticket is issued where a customer meets specific criteria and needs someone to accompany them to an event. During the 2014 Forest Live programme, 421 free carer tickets were issued (97,415 total saleable tickets).</p> <p>In addition, there are also customers with disabilities who attended our concerts, but who do not require a carer/companion to be able to attend.</p> <p>For the 2014 concert ticket sales period the free carer ticket policy was updated to take into account the new Personal Independence Payments scheme.</p>
Promote local accessible trails and	Local staff	On-going	Local teams to analyse and record	<p><b>South Forest District (FD)</b> Moors Valley Country Park is installing a</p>

**Summary Table of Objectives – FC England Business Responsibilities**

<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress as at December 2014</b>
facilities and improve information available			feedback from customers with disabilities and take action where necessary. Annual report to Diversity Team	<p>new All Inclusive Play Structure on the Play Trail, by the end of this financial year. Additional funding of £100,000 is being sought for further inclusive play equipment.</p> <p>The New Forest have been investing and upgrading disabled toilet facilities in four Toilet Blocks across the New Forest.</p> <p>In addition a bid has been submitted for funding to the Heritage Lottery Fund to secure money for the delivery of a suite of sensory and inclusive interpretation across four of key visitor sites to be delivered between 2016 and 2020.</p> <p>At Alice Holt Changing Places toilet facilities has been installed in the Visitor Centre, and registered on the Changing Places website. Completion of two new play structures for children with disabilities was installed (wheelchair accessible roundabout and large basket swing) in Spring, which has attracted interest from visitors.</p> <p><b>South FD</b></p>

<b>Summary Table of Objectives – FC England Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress as at December 2014</b>
				<p>Work has been undertaken to increase the accessibility of features across the district, including the deer viewing platform at Bolderwood and The Lookout at Moors Valley Country Park. Moors Valley Country Park also supports the Countryside Mobility Scheme, in a joint partnership with East Dorset District Council. Visitors can hire Trampers to be used around the park.</p> <p><b>Yorkshire FD</b> At Ellerburn an accessible/sensory trail was completed at Easter 2014 for cyclists and walkers. CTC (the national cycling charity) through Dalby Bike Barn have adapted bikes available to hire.</p> <p>At Dalby an accessible path into and around the play area has been completed alongside the installation of inclusive equipment.</p> <p><b>North FD</b> At Ennerdale the Sawdust Lonning Trail which is wheelchair accessible and has additional seating and signage is nearing</p>

<b>Summary Table of Objectives – FC England Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress as at December 2014</b>
				<p>completion. This trail is 1.5 miles long with a newly built section (400 metres) added through woodland at Broadmoor. This is a joint partnership project with Lake District National Park and Wild Ennerdale.</p> <p>To improve facilities at Gisburn Forest a new accessible toilet block has been installed and a new carpark created with increased disabled parking. The opportunity was also taken to develop a new accessible trail linking the improved facilities with a viewpoint and café.</p> <p>Within Grizedale a new accessible information point has been installed. They also enable visitors to utilise the “Park with Ease” system making it easier for all visitors to pay for parking more easily.</p> <p>Improvements to the information point and car park have been completed at Whinlatter to compliment improved access to the osprey / wildlife (indoor) viewing area. Improvements have also been made to the café area with an accessible veranda for</p>

<b>Summary Table of Objectives – FC England Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress as at December 2014</b>
				<p>bird watching and decked picnic area. Staff continue to work with an external provider of learning “Classroom in the Forest” to increase and provide learning opportunities, including to those with additional/special educational needs.</p> <p><b>Hamsterley</b> Improvements have been completed at Hamsterley information point, café and toilets, including the installation of an adult change table. The bike hire centre also now offers a wheelchair adapted bike for hire by visitors.</p> <p>A fully accessible shelter and Visitor Information area has been completed at Stonehaugh in Kielder.</p> <p><b>Central FD</b> Revamped car park at Delamere Visitors Centre with larger accessible disabled parking bays.</p> <p>A wheelchair viewing platform has been provided at Sherwood to enable visitors</p>

**Summary Table of Objectives – FC England Business Responsibilities**

<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress as at December 2014</b>
				<p>with disabilities to view the newly developed reconstruction of 1<sup>st</sup> World War trenches.</p> <p>Sherwood Bushcraft are expanding their target audience and installing a wheelchair accessible compost toilet at the bushcraft area.</p> <p>Staff continue to engage with new and diverse audiences to involve them in estate management through volunteering. This includes groups of people with mental ill health, adults with learning difficulties, work experience for students with Asperger's, refugees, and other diverse groups.</p> <p>Accessible pond dipping platforms and fishing pegs have been installed in Manchester woodlands.</p> <p>New toilet facilities are being installed at Salcey and Sherwood, offering improved accessible toilets facilities at these busy visitor centre locations.</p>



**Summary Table of Objectives – FC England Business Responsibilities**

<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress as at December 2014</b>
Use Visitor Experience Toolkit developed with the Sensory Trust to audit facilities at our Forest Centres	Local staff	2016	Recreation Managers to record audit findings and report progress to Diversity Team annually	We continue to audit all facilities across the estate. For example at Westonbirt various tool kits are being used to evaluate visitor experience and they have worked with different organisations and groups to evaluate services, including the Sensory Trust, Stroud Macular Society, Cirencester Access Group, etc.
Improve information available about accessible trails	Local staff and Communications Teams	2016	Recreation Managers to advise Diversity Team of progress by 1 March each year	The organisation continues to explore ways that it can increase ways to promote facilities and services about accessible trails across the forest estate. This includes working with partners to explore ways to upload information regarding accessible trails onto the View Ranger app.
Promoting Cycling to deprived and disabled communities	Local Community/Recreation staff	Ongoing engagement & involvement	Local monitoring and evaluation	<b>East FD</b> In partnership with Trailnet and Thames Chase Trust, the Havering Positive Parents project is providing adapted bikes at the Thames Chase Forest Centre for use by children with physical and mental disabilities. Users include members of public and children from Havering Positive Parents. It is hoped to expand the service

**Summary Table of Objectives – FC England Business Responsibilities**

<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress as at December 2014</b>
				<p>in the future, with schools for children with disabilities being able to hire bicycles at the Forest Centre. The adapted bicycles were hired a total of 99 times in the quarter April – June 2014.</p> <p>An NHS funded project continues to use facilities at Thames Chase Forest Centre to provide cycling opportunities for people with mental health issues.</p> <p><b>South FD</b> In the New Forest improvements to the cycle route surfacing is being undertaken and will continue to cover up to 15 miles of the cycle route network, improving conditions for all users.</p> <p>At Alice Holt, support is given to existing “cycling for all” groups using the cycle trails, with a range of specialist bikes available.</p> <p>In the New Forest, negotiations are underway to see if a solution can be offered to help the New Forest National Park</p>

<b>Summary Table of Objectives – FC England Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress as at December 2014</b>
				<p>Authority better utilise a range of adapted cycles that have been funded through the Sustainable Travel fund.</p> <p><b>Central FD</b> Wheels for All &amp; CTC have purchased 5 adapted bikes which can be hired from Hicks Lodge.</p>
Skills Training for those with disabilities and from different ethnicities	Local Community/Recreation staff	Ongoing engagement & involvement	Local monitoring and evaluation	<p><b>Westonbirt</b> Training has been carried out to help staff and volunteers to support needs of different groups, for example dementia awareness training.</p> <p><b>East FD</b> In partnership Havering Positive Parents and Thames Chase Trust, Trailnet have been delivering cycling skills training for children with disabilities. Often the participants have no prior experience of cycling and Trailnet are providing coaching using a range of adapted bikes.</p> <p><b>South FD</b> The Recreation Operational Site Assessments in the New Forest now include</p>

<b>Summary Table of Objectives – FC England Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress as at December 2014</b>
				the Equality and Diversity checklist as part of the sign off procedure.
Investigate the possibility of providing free car-parking for people with disabilities	Local staff	2015	Recreation Managers to discuss this issue and report back to Diversity Team of decisions made	<p>When developing new or reviewing existing car parking provision, tariffs and how they are applied are considered.</p> <p><b>Westonbirt</b> To support people with disabilities to access the Arboretum accompanying carers are given free entry.</p> <p><b>South FD</b> There are currently no fixed charges in the New Forest for car parking- only donation only meters.</p> <p>At Alice Holt Extra car parking spaces have been created for disabled badge holders with further improvement on the horizon with the redevelopment of the car parks as part of a wider Landscape plan.</p>
We will continue to work with disabled mountain bike users to develop accessible trails where	Local recreation teams	On-going, as and when new trails are proposed	Recreation Managers to report progress to Diversity Team by 1 March each year	We continue to engage with relevant visitor and specialist groups when developing cycle and mountain bike trails. For example when developing the Ellerburn Accessible trail we worked with visitors and CTC. The

**Summary Table of Objectives – FC England Business Responsibilities**

<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress as at December 2014</b>
appropriate				new trail was promoted via CTC member magazine, local media and publications, radar and on our website.
We will identify two or three locations to specifically target BAME groups with publicity about employment (and recreation)	Business Partners	When actively recruiting again	Progress will be measured by annual analysis of job applicants which will be published in the annual monitoring report and by analysing customer feedback to check if the number of BAME respondents to the Public Opinion of Forestry Surveys increases	<p>Ongoing. There continues to be limited opportunities to recruit externally. Any future recruitment activity will consider how to actively target diverse groups particularly BAME and disabled applicants.</p> <p>We do, where possible, continue to offer volunteer placements across the estate. For example Alice Holt has just recruited 3 new disabled volunteers from the local Ridgway School to help the team this winter with the maintenance program.</p>

**Summary Table of Objectives – FC Scotland Business Responsibilities**

<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress at December 2014</b>
We will create local office databases of local disability organisations to develop an identifiable Forestry Commission profile, offer services and share information about our facilities and services	Local teams – use Best Practice contacts	2012-14	Review Annually (by December)	<p>A database of disability organisations in Scotland is available on the HR E &amp; D Intranet pages under Equality Analysis and Consultation.</p> <p>A database of disability organisations continues to be maintained locally for projects/programmes undertaken across District Offices. These are all current and up to date.</p> <p>When undertaking projects which require local engagement and consultation FDM's may wish to extend database to capture local organisations representing range of diversity interests and not restrict this to disability contacts.</p>
We will continue to provide educational support to children with additional needs and/or disabilities where resources allow	Local staff	On-going	Review Annually (by December)	Outdoor and Woodland Learning Scotland continues to provide sessions and training to teaching staff across Scotland at schools supporting children with additional support needs and/or disabilities.

<b>Summary Table of Objectives – FC Scotland Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress at December 2014</b>
				<p>Colleagues continue to work with numerous groups e.g. the Royal Blind School and a variety of schools with children and young people with a range of disabilities.</p> <p>FCS acknowledges that the best way to enable schools to work in their local woods and forests on a regular basis is for the schools to do it themselves. Much of the work emphasises that it is not about coming out to the forest but learning how to use the local space /school grounds for getting access to the outside.</p>
We will raise awareness of local accessible trails, etc. through advertising and promotion through local networks and our Internet site.	Local staff	On-going	Review Annually (by December)	<p>The Communities, Recreation and Tourism (CRT) Team is engaged in a programme of improving the Visitor Experience generally which includes developing plans for various CRT sites across Scotland including improving signage, visitor information, and corporate branding.</p> <p>The redevelopment of the FCS internet</p>

<b>Summary Table of Objectives – FC Scotland Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress at December 2014</b>
				<p>site is underway, with the first phase of work has been undertaken with ongoing enhancement planned. It has been determined that all recreation content covering facilities will be replaced in a consistent and professional manner taking account of diversity requirements. CRT Managers will work with the Website Project Manager to ensure up to date information is available in variety of formats.</p> <p>We are reworking all of the recreation content of the website – this will in conjunction with the commissioning of the new web tool allow more flexibility in presentation of facilities and search facility will also be much improved. New content being added and ported from old system.</p> <p>A digital strategy is also being prepared which will inform and direct activity on social media as well as future developments of the website.</p>



<b>Summary Table of Objectives – FC Scotland Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress at December 2014</b>
				<p>FCS has already begun an ongoing programme of reviewing trails with Fieldfare Trust (FT) to prioritise a programme of improvement subject to resources being available. The first phase of surveys is complete and initial improvements have been actioned. Follow up snagging has also been undertaken by FT and improvements are in hand. A second round of improvement work will be assessed shortly.</p> <p>Initial programme of works has been largely completed with small programme of FD works continuing within CRT Business Plans (BP). Scope to undertake a more substantial programme have been curtailed by 13/14 BP cash reductions. A 'shovel ready' bid has been tabled to seek additional cash for further works.</p> <p>In addition the <a href="#">Phototrails</a> website will provide an additional online tool that enables stakeholders to obtain up to date information regarding trails.</p>

<b>Summary Table of Objectives – FC Scotland Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress at December 2014</b>
				<p>In addition publicity material such as leaflets promoting FCS sites as well as accessible trails is available in a variety of formats on request via the Diversity Team. Other work on publications is ongoing on a routine basis.</p> <p>The All Forest Survey 2 has been completed and results published together with topic based fact sheets. Mystery shopper surveys continue.</p> <p>A new trail grading system has been developed and tested and will be piloted on the estate. The system was developed in partnership with Scottish Natural Heritage (SNH) and other access providers.</p>
We will audit by 2016, and then continually monitor all built facilities including visitor	Local staff	2016	Review Annually (by December)	<p>All visitor services buildings continue to be prioritised by public visitor numbers.</p> <p>Access Audits and follow up visits to have been undertaken (by a qualified</p>

<b>Summary Table of Objectives – FC Scotland Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress at December 2014</b>
centres, toilets and parking facilities to ensure these are accessible and meet the needs of all users.				<p>external consultant) to those Forestry Commission buildings in Scotland that have public access.</p> <p>A project board comprising representatives from FES Estates and the FCS Diversity Team meet regularly and evaluate the access audits. The project board decide and record where reasonable adjustments to the buildings should be made.</p> <p>To date 41 buildings have had works carried out at a cost of £719,700. This number and costs excludes a further 12 buildings that have been improved during major refurbishment works.</p> <p>Access audits have also been carried out to a sample of 4 wildlife viewing hides and the Project board are considering how alternative provision can be made, particularly where access improvements are not feasible due to topography, natural habitat sensitivity, etc. using</p>

<b>Summary Table of Objectives – FC Scotland Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress at December 2014</b>
				<p>webcams, increased website information.</p> <p>Where the number of visitors to a building is very low (less than 10 per week) work has not been progressed but consideration may be given to these if funding becomes available in the future.</p> <p>Accessible design for new build projects and refurbishments will be informed by stakeholder (customer/staff) engagement, with Building Standards defining the minimum criteria required.</p> <p>Where car parks are associated with buildings FCS has improved disabled parking and the access routes to the building. All car parks not associated with a building and all trail improvements are dealt with by the FD.</p> <p>Staff disabilities are dealt with on an as needs arise basis.</p>
Improve information	Local staff and	2016	Recreation Managers	Ongoing.

<b>Summary Table of Objectives – FC Scotland Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress at December 2014</b>
available about accessible trails	Communications Teams		to advise Diversity Team of progress by 1 March each year	
We will investigate the possibility of providing free car parking for disabled people by 2015.	Local staff	Complete	N/a	This has already been dealt with in Forest Enterprise Scotland (FES) via an Equality Impact Assessment (EQIA) screening of the car parking charging scheme – Car parking charges will not be made to those with a disabled blue badge.
We will explore opportunities to support marketing with partners e.g. RADAR accessibility holiday guide.	Recreation Managers and Communications Team	2015	Review Annually (by December)	The FES Marketing Strategy is due to be reviewed and will be subject to EqA  It is recognised that the redeveloped website will be a major opportunity for marketing.
Develop a database of volunteers/staff who can conduct guided tours of forests for different groups	Local staff	2015	Local Office Managers to report progress to Diversity Team by 1 March each year	Ongoing.

<b>Summary Table of Objectives – FC Scotland Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress at December 2014</b>
We will continue to work with disabled mountain bike users to develop accessible trails where appropriate. This work will be on-going, as and when new trails are proposed over the next four years. The local recreation teams will take this forward building on the working relationships already built up with relevant groups.	Local recreation teams	On-going, as and when new trails are proposed	Review Annually (by December)	<p>As part of ongoing programme as appropriate seek to improve accessibility on a case by case basis.</p> <p>As part of major projects e.g. where opportunity arises redevelop trail head facilities as a priority for all users e.g. Glentress, Galloway, etc.</p> <p>There has been no recent investment in mountain bike trails but improvements have been made to walking trails.</p>
We will identify two or three locations to specifically target BAME groups with publicity about employment (and	Business Partners	When actively recruiting again	Progress will be measured by annual analysis of job applicants which will be published in the annual monitoring	Recruitment restrictions remain imposed by Civil Service. When vacancies are being advertised externally, we use a variety of media platforms that reach diverse groups.

<b>Summary Table of Objectives – FC Scotland Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress at December 2014</b>
recreation)			report and by analysing customer feedback to check if the number of BAME respondents to the Public Opinion of Forestry Surveys increases	The HR Business Partner is exploring other platforms to widen our reach and encourage more applications from groups.
We will liaise with local public transport providers to improve transport links where possible and appropriate. We have done this at one of our sites but the costs may prove prohibitive.		Review Annually (by December)	Review Annually (by December)	On an ongoing basis as appropriate and as part of the Equality Analysis (EqA) for major development, investigate opportunities with public transport providers to improve transport links where possible.  Ongoing but no major projects to report on at present.
Maintain a log of actions taken and improvement required / completed.		Beginning January 2013	Review Annually (by December)	Under discussion by CRT managers group building on FC England toolbox. Nothing to report from CRT at present other than as stated above. We are considering how we can improve

<b>Summary Table of Objectives – FC Scotland Business Responsibilities</b>				
<b>Objective</b>	<b>Suggested Responsibility</b>	<b>Suggested Deadline</b>	<b>Suggested Measure</b>	<b>Progress at December 2014</b>
				monitoring at a practical level for smaller facilities and routine services at FD level.
All major projects to have a current Equality Analysis (EqA)		Ongoing	Continual review	Equality Analysis for the Apprenticeship and Youth employability programmes are up to date. A review is scheduled for March 2015 when both Projects are complete.  Analysis for the Queens View redevelopment is complete.
When actively recruiting externally again promote employment opportunities to disabled communities		Currently unknown – at present recruitment freeze been extended indefinitely.	Ongoing	External recruitment continues to be restricted by Civil Service and only undertaken as a last resort whilst all other channels have been exhausted. When external recruitment is authorised, the vacancy is advertised in the disabled lifestyle press.