

# 1. Equality Impact Assessment Form with guidance

## 1.1 Stage 1 – Screening

### 1.1.1 Overview

<b>A. What is the name of your policy, function or service?</b>	
Forestry Business Unit (FBU) Review 2010-2012	
<b>B. What are the names and contact details of the policy, function or service's owner and assessor? (When working in partnership, identify the lead partner.)</b>	
Frank MacCulloch – FBU Director (Project Owner) Alison McSheaffrey and Liz Fraser – HR advisers	
<b>C. Does your new, revised, or existing policy, function or service affect people?</b>	
<b>If Yes</b>	YES - Continue with Steps 1, 2, and 3.
<b>If No</b>	Complete Steps 1, 9 and 10.
<b>Your comments</b>	

## 1.2 Stage 2 – Partial Impact Assessment

### 1.2.1 Step 1 – Identify the purpose and aims of your policy, function or service

<b>Stage 2 – Step 1- Identify the purpose and aims of the policy function or service</b>
<b>1. Provide a brief outline of the purpose of the policy, function or service.</b>
It is Forestry Commission (FC) practice to regularly review the services we deliver and the structures we have in place to provide them. The review will define customers business needs for the services currently provided by the FBU's, examine how efficiently and effectively they are being met and look at the full range of options for

the provision.

## 2. Provide details of the main aims and objectives.

The FBU review is a long-term project that concluded in March 2012, and this document is updated throughout to reflect the impact, highlighting changing staffing demographics and monitoring outcomes.

The aim of the review was:

1) To ascertain the ongoing real demand for Civil Engineering (FCE), Mechanical Engineering (MES) and Plant and Seed Supply services (PSSB) from the three Countries, GB and Forest Research.

2) To establish the most efficient ways of satisfying that demand, recognising differences between Countries (including the ongoing Operational Efficiency Programme in England) and take account of varied Business Unit issues (e.g. health & safety). This may include options such as incorporation of all or part of the FBUs within Country Operations, Joint Venture or outright sale to private sector, management buy-out, any other alternatives or the status quo.

3) To compare the optimal position in 2) above to the current FBU arrangements and provide recommendations following the comparison.

The project is designed in 2 main sections – workstream 1 and 2.

Workstream 1 has now concluded and resulted in:

- Moving civil engineering staff into FC countries (a cost centre / line change). For **90%** of staff there was no relevant impact as they retained their existing terms and conditions, and did not have to change job and/or location.
- Reviewing the ongoing requirement to deliver separate FCE Admin Support Services, this concluded that these services could be delivered through existing mechanisms in each of the FC Countries. This resulted in a reduction in job roles following a restructuring exercise. Of those staff impacted all 6 were female and white – British, 4 out of the 6 worked part-time, 5 out of the 6 were between 35 and 49. Of these 6 staff members, 3 were redeployed to other posts within daily travel time, and the remaining decided to apply for and were successful in receiving voluntary early severance, as part of an exercise across the wider FC.
- As administrative duties became part of the activities the countries absorbed, there was no longer a requirement for FCE specific support.
- Following consultation with affected staff the remaining core group of civil engineers were relocated to Northern Research Station (to Roslin from Peebles). For 3 of the staff the journey to work involves less travelling and the other 2 can claim additional travel costs as per their terms and conditions. In total **5 staff** were relocated, all were male and white British, covering a range of ages (30-34, 35-39, 45-49, 55 -59 & 60 – 64)
- Because of the actions above there was no longer a requirement for a FCE specific office.
- Radio and electronics branch has integrated with the existing Information

Services Division but remained at the same locations. 9 staff work in Radio & Electronics branch, 7 male & 2 female, all are white-British and cover an age range between 40 and 60.

Workstream 2 has now concluded and resulted in:

**Mechanical Engineering Services (MES).**

- No outsourcing of the service and the day to day management of MES devolved to the three countries (Scotland / England / Wales), as a result of differing country priorities and requirements.
- A small central service established to provide support to the three countries and to be based in Silvan House which is within daily travel time. This resulted in a reduction in job roles in Head office with a corresponding increase at country level.
- Of those staff impacted at Stirling, 5 were female and 1 male- all white – British. 3 of the female staff were part time. Two female and one male were successful in receiving voluntary early severance, as part of an exercise across the wider FC. 2 female staff were redeployed within daily travel distance. Of the staff impacted by the relocation to Silvan House, 2 are male and 1 female – all white – British. One post in the central team is vacant.
- For **95%** of staff there was no relevant impact as they retained their existing terms and conditions, and did not have to change job and/or location.
- As staff will now be considered under the overall headcount for the FC Countries, decisions made, including wider efficiency considerations will be Equality Analysed separately.

**Plant and Seed Supply Branch (PSSB).**

- Following an extensive procurement exercise the production of Cell Grown Broadleaf plants will be outsourced from 1/4/12.
- This is a small part of the business (5%) and due to the number of staff leaving under previous Voluntary Exit (VE) schemes there is no impact on staff numbers.
- The management of PSSB transfers to Forest Enterprise England as of 1/4/12 and staff from Delamere and Wyekam Nursery will be considered under the overall headcount for England and the Newton Nursery staff will be considered under the Scotland head count.
- Any further efficiency decisions will be Equality Analysed separately.

**3. List who will benefit and how from this policy, function or service.**

1. FC as an organisation and Government generally via ensuring optimal efficiencies
2. FC Countries as delivery will be more specific to their needs and will have more control over costs (should activity devolve into countries)
3. If more business is outsourced private industry will benefit (big picture)
4. There may be increased opportunities to change location or pursue alternative career paths.

#### 4. What impact will this policy, function or service have?

This has the potential to:

1. Outsource areas of work which would reduce services available from FC and may / will reduce FC staff headcount

and / or

2. Devolve the work of the FBU which would lead to a short term increase in headcount for countries, however over the longer term this will even out as work is subsumed into existing structures.
3. Likely to create redeployment challenges e.g. relocation / career change / severance
4. Given wider contextual changes (Government direction and 'Big Picture' activity), risk of reputational impact if loss of staff occurs.

#### 5. How will this policy, function or service be put into practice?

Project Governance as follows:

- Overall decision forum – Executive Board (EB)
- Project Champion – Tim Rollinson, FC Director General (DG)
- Project Sponsor – Simon Hodge, CE Forest Enterprise Scotland (FES)
- Project Steering Group – Senior Country Representatives, HR Director
- Project Manager WS 1 - Frank MacCulloch
- Project Manager WS 2 – Nicky Whitaker
- Project Team – Project Managers and HR support

An external consultant provided an initial consultation and the EB decided to appoint senior project managers to take forward recommendations. The project management plan outlines work to be undertaken to meet the key aims and objectives as set out in section 1 and 2 above.

The project plan involves setting up working groups which includes staff input. There is also a consultation mechanism (FBU forum) and face to face staff meetings at key milestones.

It is envisaged that the review will take at least 2 years to deliver fully.

### 1.2.2 Step 2 – Gather existing information and data: the evidence

#### Stage 2 – Step 2 – Gathering existing information and data: the evidence

1. What existing information and, or data (evidence) has been obtained to impact assess this policy, function or service?

We have a breakdown of info on all staff, by business unit location and job family. We report monthly on FBU staffing numbers broken down into grade and location. This information is used to track and analyse where people are moving as we go through this process, and inform future decision making.

Diversity information is looked at via monitoring reports as produced by GB Diversity (see below).

## **2. What does this evidence tell you about the actual or likely impact on different groups?**

The workforce data (September 2010) show:

### **Statistics by Business Area**

#### **FCE (absorbed into countries from 1/4/11)**

- 102 staff, 88 are male, 14 female
- 100% white British
- 2 employee declared a disability (2 separate locations in Scotland)
- 2 FTA contracts (Peebles and Saverlake)
- 64% are 45 and above, 24% are under 40 years old.

#### **Stats for MES & PSSB as at 01/10/11**

(after Forestry Civil Engineering and Radio & Electronics Branch transferred)

- 213 staff, 165 are male (77%), 48 are female (23%)
- 89% state their ethnicity as white British, 10% are white Other (including specifications of English, Scottish and Welsh), and 1% mixed white and black African
- 99% of staff have not declared a disability
- 62% are age 45 and above, 38% are under 45 years old

#### **Stats for MES & PSSB as at 31/03/12**

- 139 staff, 112 are male (81%), 27 are female (19%)
- 88% state their ethnicity as white British and 12% are white Other (including specifications of English, Scottish and Welsh)
- 99% of staff have not declared a disability
- 60% are age 45 and above, 40% are under 45 years old

### **Analysis of impact**

The evidence tells us that the slimming down of the Business Units during this review before their transfer to the countries has had the following impact on groups:

- A lower proportion of women remain in the workforce (down from 23% to 19% in MES & PSSB)
- A lower proportion of ethnic minorities remain in the workforce (down from 1% mixed race to 0% in MES & PSSB)
- A slight change of younger staff in the workforce providing a more balanced age

- profile (up from 38% to 40% for staff aged under 45 years old in MES & PSSB)
- A lower proportion of staff who have declared a disability remaining in the workforce (down from 1 – 0% in MES and PSSB)

**Stats for staff transferring into countries from MES & PSSB with effect from 01/04/12**

Scotland:

- 60 staff, 49 are male (82%), 11 are female (18%)
- 97% state their ethnicity as white British and 3% are white Other
- No staff with a declared disability
- 66% are age 45 and above, 34% are under 45 years old

England:

- 64 staff, 52 are male (81%), 12 are female (19%)
- 80% state their ethnicity as white British and 20% are white Other
- No staff with a declared disability
- 48% are age 45 and above, 52% are under 45 years old

Wales:

- 15 staff, 11 are male (73%), 4 are female (27%)
- 93% state their ethnicity as white British and 7% are white Other
- 7% of staff have declared a disability
- 87% are age 45 and above, 13% are under 45 years old

These staff will be captured in the future equality & diversity monitoring reports of the three countries.

### 1.2.3 Step 3 – What else do you need to understand the diverse needs or experiences of your audience?

**Stage 2 – Step 3 – What gaps are there in the available information?**

The only information gathered in relation to gender reassignment / sexual orientation / religion and belief / marriage and civil partnership/ pregnancy and maternity is collated at a national level via the Staff Survey. This data is not currently available at FBU level.

This may result in gaps regarding impact of FBU changes. However, the likely main impact will be concerning redeployment and staff movement which will be captured by existing HR policies, for example redeployment , etc, which have been EqIA'd separately.

**If no gaps** Go to Step 4.

**If there are gaps** Collect necessary data and you may need to go to Steps 5 to 10.

1.2.4 Step 4 – What does your information tell you about how this policy might impact positively or negatively on the different groups within the target audience?

<b>Stage 2 – Step 4 – Table A – Consider the actual or likely affect for each group</b>			
<b>Please identify the likely impacts on:</b>	<b>Beneficial impacts</b> Positive, negative or no impact	<b>Adverse impacts</b> Please state whether or not these could be unlawful discrimination	<b>Comments</b> Include comments necessary to justify inability to remove or reduce any adverse impact on any particular group
<b>Race</b>	Negative		See stage 2, step 2 for comments and analysis to be taken into account by project team when making recommendations ( <i>statistics by characteristic / race</i> )
<b>Gender</b>	Negative -		See stage 2, step 2 for comments and analysis to be taken into account by project team when making recommendations.
<b>Disability</b>	Negative -		See stage 2, step 2 for comments and analysis to be taken into account by project team when making recommendations.
<b>Sexual Orientation</b>	No impact (not likely)		There is a small risk of separating people from communities if mobility is enforced or post changes location.
<b>Religion or Belief</b>	No impacts (not likely)		There is a small risk of separating people from communities if mobility is enforced or post changes location.
<b>Age</b>	Neutral	No	Due to the age profile of FBU there will be a higher impact on older employees, however this also enables a small change in the age composition of the workforce in favour of younger employees .

**Stage 2 – Step 4 – Table B – Based on the work you have done rate the level of relevance of your policy?**

Mark an 'X' in one box for each strand.	Race	Gender	Disability	Sexual Orientation	Religion or Belief	Age
<p><b>High</b> – for example:</p> <ul style="list-style-type: none"> <li>• There is substantial evidence that people from different groups or communities are (or could be) differently affected by the policy (positively or negatively).</li> <li>• There is substantial public concern about the policy, or concerns have been raised about the policy's potential impact by relevant bodies.</li> <li>• The policy is relevant to all or part of the duties and responsibilities (Section 5.1).</li> </ul>						
<p><b>Medium</b> – for example:</p> <ul style="list-style-type: none"> <li>• There is some evidence that people from different groups or communities are (or could be) differently affected (positively or negatively).</li> <li>• There is some public concern about the policy.</li> <li>• The policy is relevant to parts of the respective general duty, in the case of race, disability and gender.</li> </ul>	X	X	X			X
<p><b>Low</b> – for example:</p> <ul style="list-style-type: none"> <li>• There is little or no evidence that some people from different groups or communities are (or could be) differently affected (positively or negatively).</li> </ul>						

Stage 2 – Step 4 – Table B – Based on the work you have done rate the level of relevance of your policy?						
Mark an 'X' in one box for each strand.	Race	Gender	Disability	Sexual Orientation	Religion or Belief	Age
<ul style="list-style-type: none"> <li>There is little or no evidence of public concern about the policy.</li> <li>The policy has little or no relevance to the respective general duty, in the case of race, disability and gender.</li> </ul>						
<b>Unknown – for example:</b> No evidence or data has been collected therefore we cannot make an assessment.				X	X	
<b>Positive or No Impact.</b>	Go to steps 9-10. (Delete Steps 5 to 8 of this Form if a separate document.)					
<b>Negative or Unknown.</b>	Full EqIA required – Go to Step 5.					
<b>Negative or Unknown, but where constraints do not allow for any other course of action.</b>	Describe those constraints in the Comments Box at Table A and go to Steps 9-10. (Delete Steps 5 to 8 of this Form if a separate document.)					

### 1.3 Stage 3 – Full Impact Assessment

Stage 3 – Step 5 – Table A - What, if any, internal and external consultation has already taken place, and what was the outcome?			
Name of consultee	Time of consultation (dates)	Consultation methodology	Outcome
FC Trade Union	Various	Monthly face to face meetings / letters from DG and BU Director / Connect Bulletins	Regular and constructive dialogue throughout the process. 2 way feedback and communication. Opportunity to influence/inform decision making
Business Unit Staff	Various	Regular face to face meetings/lette	

		rs from DG and BU Director/Connect	
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**Stage 3 – Step 5 – Table B - What additional internal and external consultation is planned?**

(Formal consultation should last 12 weeks; informal 6 weeks. Neither should take place during peak holiday periods).

Name of consultee	Dates of consultation	Consultation methodology	Outcome (You can not complete this until you have analysed the results)
<b>General Comments</b>	Attaching the communications log for further information on consultees, date and method of consultation and outcome.		

**1.3.1 Step 6 – Will you be making any changes as a result of the consultation?**

**Stage 3 – Step 6 – If you have identified any adverse impacts have you considered how you can change the policy, function or service to reduce or eliminate these and increase or promote equality?**

(You must be careful to ensure that your proposed changes will not create any new adverse impacts)

Six Strands	Actions required to reduce or eliminate discrimination	Actions required to increase or promote equality	Have any new adverse impacts been created as a result of the changes. If yes, can they be justified? If no, what do you intend to do about them?
<b>Race</b>			
<b>Gender</b>			
<b>Disability</b>			
<b>Sexual Orientation</b>			
<b>Religion/ Belief</b>			
<b>Age</b>			

<b>Comments on all groups</b>	The project group will take into account the data and analysis as part of the project and recommendations made. Every effort will be made to avoid adverse impact on any particular group without positive discrimination.
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### 1.3.2 Step 7 – Does this policy, function or service now improve equality?

<b>Stage 3 – Step 7 – Does your policy, function or service now provide the opportunity to promote equality of opportunity or good relations?</b>		
<b>Six Strands</b>	<b>Yes</b>	<b>No</b>
<b>Race</b>	X	
<b>Gender</b>	X	
<b>Disability</b>	X	
<b>Sexual Orientation</b>	X	
<b>Religion/ Belief</b>	X	
<b>Age</b>	X	
<b>If you answered No, please give the details.</b>		
<b>Race</b>		
<b>Gender</b>		
<b>Disability</b>		
<b>Sexual Orientation</b>		
<b>Religion/Belief</b>		
<b>Age</b>		

### 1.3.3 Step 8 - Make a decision, do you need more information?

<b>Stage 3 – Step 8 – Do you need any more information?</b>		
<b>Six Strands</b>	<b>Yes</b>	<b>No</b>
<b>Race</b>		X
<b>Gender</b>		X
<b>Disability</b>		X
<b>Sexual Orientation</b>		X

<b>Religion/ Belief</b>		X
<b>Age</b>		X
<b>If you answered Yes, please give the details.</b>		
<b>Race</b>		
<b>Gender</b>		
<b>Disability</b>		
<b>Sexual Orientation</b>		
<b>Religion/Belief</b>		
<b>Age</b>		

### 1.3.4 Step 9 – The monitoring and evaluation process

<b>Stage 3 – Step 9 – Monitoring and Evaluation</b>	
<b>1. What arrangements are in place for monitoring the implementation and impact of the policy, function or service?</b>	
<p>The Forestry Business Unit (FBU) Review Project 2010-2012 has now concluded resulting in Civil Engineering staff moving into FC countries in September 2010 and staff in MES and PSSB moving on 1 April 2012.</p> <p>An Equality Analysis of the impact of the Review on staff in relation to protected groups has been captured in the sections above,</p> <p>Those staff who have transferred into the countries will be monitored through the FC's Annual Monitoring Report under their area of the new business structure</p>	
<b>2. What is the review date for the policy, function or service?</b>	
There is no further review as the project has closed.	

<b>Stage 3 – Step 10 – Senior Manager Sign-off</b>	
<b>Senior Manager's Signature</b>  (Head of Unit or Cost Centre)	  <b>Frank MacCulloch</b> <b>Head of Forestry Business Unit</b>
<b>Date</b>	<b>18<sup>th</sup> April 2012</b>