

Forestry England Board Meeting Agenda

21 April 2021 09:30 - 12:30

MS Teams

Attendees

Forestry England Board: Ian Gambles, Julia Grant, Tristram Hilborn, David Hodson, Peter Latham, Jennie Price, Gurch Randhawa, Mike Seddon, Chris Simpson, William Worsley (Chair)

Apologies:

In attendance: Mari Sibley, Mat Maguire and Mike Graham (Item 5), PK Khaira-Creswell (items 6&7), Hayley Skipper (item 7), Mutual Ventures, Agata Miskowiec and Andrew Laird (item 7)

Secretariat: Rachel Mackintosh

NO. / TIME mins	Start time	ITEM (Materials)	OUTCOME REQUIRED	LEAD
Welcome				
		Chair's Welcome		
1. 15 mins	09:30	Declarations of Interest Approval of minutes, matters arising and action log	Approval	Chair
Management Accountability				
2. 25 mins	09:45	CEO report	Discussion & note	Mike Seddon
3. 15 mins	10:10	Finance report	Discussion & steer	David Hodson
4. 10 mins	10:25	ARAC report		Julia Grant
Items for Approval				
5. 25 mins	10:35	Commercial Sensitive Item	Approval	Mari Sibley
	11:00 - 11:10	10 min Break		
6. 10 mins	11:10	5-year plan - communications and engagement	Approval	PK Khaira-Creswell

7. 65 mins	11:20	Commercial Sensitive Item	Early engagement & Steer	Mike / PK Khaira- Creswell / Hayley Skipper / Mutual Ventures / Agata Miskowiec / Andrew Laird
Concluding items				
5 mins	12:25	AOB		Chair

Future meetings:

5 - 7 July 2021	Tour and meeting - Kielder, North District (tbc)
20 - 22 Sept 2021	Tour and meeting - New Forest, South District (tbc)
7 Dec 2021	Virtual
1-3 February 2022	TBC

All proposed visits are subject to Government guidance in place at the time.



Forestry England board meeting minutes

4 February 2020 10:00 - 12:30

Teams Meeting

Attendees

Forestry England Board: Ian Gambles, Julia Grant, Tristram Hilborn, David Hodson, Peter Latham, Jennie Price, Gurch Randhawa, Mike Seddon, Chris Simpson, Sir William Worsley (Chair)

In attendance: PK Khaira-Creswell (item 5), John Stride (item 5), Mari Sibley (items 6 & 7), Hayley Skipper (item 6 & 7), Michael Graham (item 6), Chris Hardy (item 8), James Simpson (item 8)

Secretariat: Rachel Mackintosh

Agenda items

1. Welcome

| Item Lead: Sir William Worsley

The Chair welcomed members to the tenth full meeting of the Forestry England board, held via Teams video call.

There were no apologies. It was also noted that Gurch Randhawa would leave the meeting between 10:45 and 11:00.

Declarations of Interest

It was noted that William's and Jennie's declarations had been updated.

Jennie declared an interest in item 6 arising from her role as Chair elect of the Scouts with the scouts operating a campsite in Dalby. The Board noted her interest and agreed that Jennie should stay in the meeting for that discussion item.

Approval of Board minutes

The minutes of the Forestry England Board meeting held 8.12.20 were agreed as a true record.

The erratum to the Confidential Minute of the meeting held 8.12.20 was noted and the amended Minute was agreed as a true record.

Actions

The updated action log was reviewed and agreed as written.

It was noted that there was an action missing. This was to answer the question raised on whether the Partnership ethics policy assessment criteria would exclude certain companies who wanted carbon offsetting. Mike confirmed that the criteria did not exclude them.

Matters Arising

It was noted that in the August extraordinary meeting the Board asked for a strategy paper to be brought to the board in the near future on the long-term approach to business relationships on the estate and it was felt that this now needed to come to the Board. The

concern raised was that the Board wouldn't have an overview if these were dealt with on a case-by-case basis. The proposal was discussed, and it was agreed this strategic overview paper should be brought, with the Chair's suggestion noted that this would be best if it was on the agenda when the Board was meeting at a forest site.

Action Items	Person responsible	Deadline
Bring paper on the strategic view of business operating in the nation's forests to a near future board meeting, preferably when the Board is meeting at a forest site location.	Mike	7.07.21

2. CEO report | **Item Lead: Mike Seddon**

Official Commercial Sensitive

3. Finance Report M9 | **Item lead: David Hodson**

Official Commercial Sensitive

4. Business Plans | **Item Lead: Tristram Hilborn**

Official Commercial Sensitive

5. 5-year plan - draft text | **Item Lead: PK Khaira-Creswell**

PK presented the near-final version of the plan which is on track for publication in April. She noted it had been simplified since the Board last saw it to give greater sense of core activities and our USP, and to highlight the sense of aspiration and areas for step change. It will be strongly linked to the business plans going forward for action and affordability.

The Board largely welcomed the updated version, with the following points noted:

- The focus on broadening diversity of visitors to the forests welcomed, this now needs to be tracked through to collaboration and partnerships with the communities.
- Targets included were discussed, including woodland creation, visitors' representative of local communities, and PAWS. It was requested to include a quantifiable number where possible.
- Concerns were expressed that it felt light on content and on this landing with internal and external audiences. The short and simple style appreciated, but to be consider if it needed more depth, especially for internal staff so they could see their work and reflect depth and breadth of the organisation.
- It was suggested looking at the reordering of the 3 main focus areas and how they reflected our priorities as an organisation.
- There needed to be a health and safety target outcome.
- Incorporate the KPIs into the plan.



Next steps: the plan will be reviewed with these comments and further comments from the upcoming Senior Leadership Team meeting. It will be circulated to the Board for approval via correspondence and will come back to the April meeting with a focus on taking it forward into the business.

6. Confidential Item

7. Confidential Item

8. Confidential Item

AOB
No AOB

The chair thanked all for the quality of papers and the constructive comments and responses in the meeting.

The meeting ended at 12:25



24 April 2021

Paper Title: CEO Report

Under the freedom of information act 2000, exempt information this paper has been withheld from publication as per Section 43(2): Prejudice to commercial interests.

If you wish to request this paper please contact Rachel Mackintosh at
Rachel.mackintosh@forestryengland.uk



24 April 2021

Paper Title: Forestry England Finance Report

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ARAC Chairs note

Board Paper

Agenda Item 4

Forestry England ARAC Chairs note

Paper 4.1/Apr 21

Paper Title: FC ARAC Chair Report to Boards

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24 April 2021

Paper Title: Commercial Sensitive

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If you wish to request this paper please contact Rachel Mackintosh at
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Paper Title: 5 year plan - Communications and engagement
Author/Presenter: PK Khaira-Creswell, Director of Corporate Affairs

Paper Requirement

Decision Required	For Approval	Steer required	Information Only	Commercially Sensitive
			X	

Purpose and Recommendations

To show how Forestry England’s 5 year plan will be launched, communicated, and embedded into the organisation.

Summary of key points and action required by Board

- The Board is asked to note the plans for launching the 5 year plan.
- We plan to take a digital first approach for the 5 year plan, via pages on the Forestry England website.
- The website will also contain a pdf version of the plan for those who prefer to consume the information in ‘single document’ format.
- Moving ahead the 5 year plan aims and actions will be incorporated into our annual business planning processes, and monitoring of progress will take place.

Core messages for the non-executives to promote

- Forestry England’s plan shows how we will respond to England’s biodiversity and climate issues, connect more people with nature, and how we are planning our forests to be sustainable for the future.
- There is a part for everyone to play in taking the plan forward. We invite you all to be part of that.

Background

Following the approval from the Forestry England Board of the plan content, this paper sets out how we will launch the plan, with the focus largely being on securing staff and key stakeholder engagement and buy in. Wider external engagement opportunities will follow in phase II post launch.

A ‘digital first’ approach is being taken with our communications. This is the first time this communications approach is being taken with a significant corporate document in Forestry England. The plan has been designed to be digested in bite- sized, accessible chunks in a series of accessible and interactive web pages that are hosted on our website, which is in line with how people consume content. Internal and external readers will be directed to the website. There will be a PDF version of the plan in its entirety available for any that wish to see the plan as a whole.

The engagement planning and content is being designed so that most of the material creates a much richer experience and can be used both internally and externally, directly supports our brand approach and has a greater interactive experience. This allows us to support the work of telling our story, showcasing our expertise, and bringing to life the areas we already deliver on and where we want to build a platform to say and do more about our work and who we are, in an authentic, exciting way. This engagement work for the 5 year plan is not being done in isolation and all the planning and text has been thoroughly tested so that it strongly aligns and supports the wider communication goals in the organisation.

The plan itself has deliberately avoided using a case study approach which can unhelpfully date a document. As we move forward, we will publish material to illustrate how we are making progress towards the plan's goals.

The main internal communication objectives

- **Create staff awareness:** Use leadership opportunities to warm up staff for the launch of Our Plan and the reasons why it is important for Forestry England.
- **Encourage staff buy-in:** Launch Our Plan to staff in a way that excites them, engages them, involves them, and helps them to link their work's purpose to the plan's objectives.
- **Keep staff engaged:** Follow up post-launch with reports and stories (written and video) about how the plan is coming to life across the organisation, where it is making impact and how the outcomes are benefiting people, nature and the economy.
- **Create accessible information:** Create as many ways as possible for staff to access information about Our Plan, its objectives and achievements.

Key messages:

- Our Plan is Forestry England's response to the urgent issues impacting the wellbeing of people, the environment, and our climate. We know we can make a real difference through our work and Our Plan will set out how we can all work together to achieve this.
- Sustainable forestry underpins all that we do, and our expertise in forestry, along with all our individual roles will help us to achieve our objectives and help to make real change.
- Our Plan is being created to complement the England Trees Action Plan and its objectives will support the ETAP's aspirations, ensuring we are joined up with national tree planting and biodiversity objectives across the Forestry Commission and government.

Involving the Board

During the life of the plan, we would like to invite Board members to promote and champion the plan. We will invite you to do this through means including video segments, interview style communications with staff, contribution to staff conference panels, and social media. William is kindly filming a short clip for the plan launch.

Resource implications

The action the plan commits us to will be resourced through existing staff and Forestry England's normal business planning process. The 21/22 business plan has anticipated the content of the 5 year plan to some extent. We are revising the business planning process for 22/23 to take full account of the plan's aspirations. In this way the 5 year plan and budgets will be aligned.

Risk Assessment

There is a risk to reputation and credibility if this plan is not viewed as making an impact, so the communications and evaluation elements of this plan are critical elements of its success as a strategy.

Equality Impact Assessment

To be completed before the May launch date.

Communications

The approach for communications is being built around Pre-launch, Launch and post launch phases as set out below. Further engagement cycles following the immediate launch phase where delivery impacts/engagement opportunities, staff stories etc will sit alongside the corporate reporting and evaluation work.

Due date	Content	Outcomes
w/c 26 th April	Pre-Launch <ul style="list-style-type: none"> Final pdf plan shared with SLT. Briefing pack shared with SLT (include key messages, launch timeline and comms plan). Share launch plan and narrative with Richard Greenhous and FS SLT; James Pendlebury and FR SLT. Mike's monthly blog to include warm-up messages about the plan. 	<ul style="list-style-type: none"> SLT have advance sight of Our Plan and the supporting narrative. Staff are aware that the plan is due to be launched soon. We are joined up with national tree planting and biodiversity objectives across the Forestry Commission and government.
17 th May	England Tree Strategy is launched	
24 th May	Launch <ul style="list-style-type: none"> Roots news and guide page go live, linking to external website where the full plan is hosted. Staff video for internal and external audience is live on main website. FR has launch news item and links to staff stories video and Forestry England website pages. Live post launch Q&A event (online) is being planned (24 May @ 2pm). 	<ul style="list-style-type: none"> Staff are aware that Our Plan has been launched and have read the plan, joined the staff Q&A or accessed the overview information. Staff feel that Our Plan is relevant to them and can see how their role supports the objectives - i.e., Local level business plans.
Over the next 12 months from launch date	Post Launch <ul style="list-style-type: none"> Develop a 12-month content plan to: <ul style="list-style-type: none"> share updates on achievements against the plan's objectives at regular intervals following the launch. retain staff engagement and celebrate success. Use a mix of blogs and news on Roots, updates to Forestry 	<ul style="list-style-type: none"> Staff remain engaged with how the project is progressing and can see how other colleagues' work is playing a part in achieving objectives. Achievements are celebrated from the top. NEDs and their support/ contribution towards achieving Our Plan's

	England's SLT/ ET to cascade to their teams, and through all-staff briefings content.	objectives are visible to staff.
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PK Khaira-Creswell
Director of Corporate Affairs- Forestry England
April 2021



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