

Forestry England Board Meeting Agenda

10 May 2022 16:00 - 18:30

Dalby Visitor Centre, Low Dalby, Thornton-Le-Dale, Pickering

Attendees

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

In attendance: Mari Sibley (Item 3), Andrew Stringer (Item 4), PK Khaira-Creswell (Item 5), Karen Moore (Item 6)

Secretariat: Rachel Mackintosh

NO. / TIME mins	Start time	ITEM (Materials)	OUTCOME REQUIRED	LEAD
Welcome				
1. 10 mins	16:00	Chair's Welcome and Update		Chair
2. 5 mins	16:10	Declarations of Interest Approval of minutes, matters arising and action log. Matters Arising	For information	Chair
Items for Approval				
3. 20 mins	16:15	Commercial Sensitive	Approval	Mari Sibley
4. 15 mins	16:35	Biodiversity Plan	Approval	Andrew Stringer
5. 15 mins	16:50	Commercial Sensitive	Discussion & steer	PK Khaira-Creswell
6. 25 mins	17:05	Insight from staff survey	Discussion & steer	Mike Seddon and Karen Moore
	17:30-17:40	10 min Break		
Management Accountability				
7. 20 mins	17:40	M12 Finance Report	Approval	David Hodson

8. 5 mins	18:00	ARAC Chair report	Discussion & note	Julia
8. 25 mins	18:00	CEO report	Discussion & note	Mike Seddon
Concluding items				
5 mins	18:25	AOB		Chair

Future meetings:	
20 July 2022	Virtual
19-21 Sep 2022	Meeting and Visit - Forest of Dean
6 Dec 2022	Virtual
All proposed visits are subject to Government guidance in place at the time.	

Forestry England board meeting

3 March 2022 09:30- 12:15

On MS Teams

Attendees

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

In attendance: Mari Sibley, Alice Cheyne

Secretariat: Rachel Mackintosh

Agenda items

1. Welcome

| Item Lead: Sir William Worsley

The Chair welcomed members to the fifteenth full meeting of the Forestry England board. There are no apologies for this meeting. The Chair noted the change in structure of the meeting.

Chair's update

The Chair provided the following updates:

- Recent engagements of the Chair and FC CEO with minsters, partners and stakeholders; including Lord Goldsmith, Forestry & Land Scotland and the Confor Board.
- Forest Research: including on the virtual Centre for Forestry Protection launched with Kew, research and impact estimates of recent storm damage, and discussion with Defra on the monitoring and evaluation framework for the Nature for Climate Fund.
- Forest Services: including the more than 100 agreements by the England Woodland Creation Offer totalling 784ha, the launch of the Urban Tree Fund and Local Authority Treescapes Fund due 2 March, the launch of the North East Community Forest on 2 February and the response to the continued plant health threat.

2.1 Declarations of Interest

Tris noted an update to his register of interests.

There were no declarations of interests for this agenda.

2.2 Approval of Board minutes

The minutes of the Forestry England Board meeting held 07.12.21 and the extra meeting on 15.02.22 were agreed as a true record.

2.3 Actions

The updated action log was reviewed and agreed as written.

2.4 Matters Arising

Mike noted for action 70 the Growing the Future annual update would come to the May meeting, which then sets the framework for six monthly reporting.

3. Estates Strategy - Property portfolio

| Item Lead: Mari Sibley

Mari led the item, introducing the proposed strategy for the non-forestry part of the estate for the Board's steer on the strategic management of these assets. She noted the external drivers of the government functional standards requiring plans for the built estate and the quinquennial valuation due next year.

In the discussion that followed:

- The focus was on understanding the housing stock including; costs v income, provision for staff if essential for their role, affordable housing, tenancies on the open market, geographical variations, strategic approach to disposals and acquisitions.
- Mari noted that a review of housing was to be undertaken over the next year, it was agreed the results of that will be brought to the Board.
- The strategic alignment of the approach to the non-forestry estate in the context of the wider strategic aims of the organisation.
- It was agreed further discussion was needed on the non-housing aspects of the non-forestry estate at a future meeting.

The Board appreciated the early discussion and steer, agreed with the direction being taken and asked for this item to return to the Board.

Action Items	Person responsible	Deadline
Schedule further discussion on the commercial estate and bring the findings of the Housing review back to the Board	Mike / Rachel	10.05.22

4. Commercial Sensitive

5. Commercial Sensitive

6. Board Action Plan - mid year review

| Item Leads : Mike Seddon / Alice Cheyne

Mike reminded the Board on the four areas for improvement identified by the Board following their self-evaluation exercise in July 2021. He noted that progress was on track across all areas, with the item today focusing on improving understanding of our stakeholder relations, led by Alice Cheyne, Relationships and Engagement Manager.

Alice provided an overview of the stakeholder engagement strategy for steer and discussion.

The discussion that followed included:

- Encouragement to carry through the level of ambition shown in business plans and Growing the Future through to stakeholder engagement, including building relationships through co-creation and enabling them to tell our story for us.
- The positioning of the general public in the engagement strategy whilst noting the various opportunities that existed for deeper engagement.
- Noting that forestry needed a long-term approach and that needed to be matched in developing relations, particularly within the broader political viewpoint.
- Recognising our staff are our best advocates, with a consistent customer approach key to maximising this.

- Working with the wider Forestry Commission to tell the distinct story of the nation's forests.

The Board appreciated the discussion and opportunity to steer on this important area of work.

7. CEO report

| Item Lead : Mike Seddon

Mike introduced the report drawing attention to:

- The impacts of Storm Arwen
- The four senior posts going to recruitment
- Successes as recent awards
- Update on Defra ALB reform process

The following issues were raised by members and discussed:

- Number of salesforce licences for new CRM system. Mike to clarify
- Request for insight around the downward trend for average income per customer. Tris to clarify. However, the rise in individual giving was welcomed and the ongoing discussions and development of this area was noted.
- Update provided on potential partnerships, a future item on the strategic approach to corporate partners was requested and noted as being on the forward plan.
- The updated approach to the visitor survey welcomed, with a request to report aggregated results to the Board to enable them to hear what the public think and to inform their thinking. Tris to action.
- The potential use of partners and stakeholders in recruitment to broaden the pool of candidates.

Health & Safety

Tris drew attention to:

- Two new RIDDOR incidents have been reported since the last meeting - updates on the investigations and lessons learnt were provided.
- Update on the culture project provided: noting that meetings have been held with SLT and 150 managers, the project was now progressing to workshops engaging across the whole organisation.

Performance report

Tris noted:

- The employee turnover rates overall are low, but this is masking challenges in some geographical and business areas.
- Membership remains high since the pandemic, noting the challenge is to retain these new members.
- Visits to hubs is strong, but future numbers will be impacted by the February storms as some visitor centres had to be closed over half term.

The discussion that followed included:

- The downward trend of employee absence over the past 6 years was noted as encouraging.

Action Items	Person responsible	Deadline
Clarify position with number of Salesforce licences purchased for CRM	Mike	10.05.22
Insight on the downward trend in average visitor income	Tris	10.05.22

Bring aggregated results of updated visitor survey to the Board

Tris

10.05.22

8. Finance Report M10

| Item lead: David Hodson

David led the Board through the M10 finance report, noting overall finances are healthy. He drew attention to:

- Forestry Commission is likely to give Forestry England an additional £700K to support plant health expenditure
- Timber forecast - on track to meet the end of year forecast.

The discussion that followed focused on the rising inflation currently being seen and consideration of its impact on finances. David agreed this needed to be reflected in the finance reports.

The moderate opinion received for the Accounts Payable audit was noted.

Action Items	Person responsible	Deadline
Reflect rising inflation in the finance reporting	David	10.05.22

AOB

The Board agreed to provide due diligence information required for processing credit card payments from our parking machines.

Action Items	Person responsible	Deadline
Provide due diligence information required	Rachel with All	04.03.22

It was noted the next meeting will be held during a visit to Yorkshire 9-11 May.

The meeting ended at 12:57

10 May 2022

Paper Title: Commercial Sensitive

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**

BOARD PAPER**Paper Title:** Forestry England's Biodiversity Plan update**Author/Presenter:** Andrew Stringer**Paper Requirement:** For information, approval and steer on Forestry England's ambitious approach to restoring biodiversity across the nation's forests

Decision Required	For Approval	For Steer	Official/Commercial Sensitive
	X	X	

Executive Summary**Background:**

- Our vision within Growing the Future is that "The nation's forests provide the most valuable places for wildlife to thrive and expand in England". This is underpinned by our Biodiversity Plan, to turn this vision into a reality. The key aim articulated within the biodiversity plan is for Forestry England to rebuild biodiversity through the restoration of fully functioning ecosystems. We can deliver these through bigger, better, more connected habitats. We have five key delivery mechanisms with associated targets which will help us deliver our ambitions.

Key developments:

- We now intend to publish a summarised version of our Biodiversity Plan aimed at external stakeholder organisations.
- We have received £9.3M in additional funding from SR21 which will boost our delivery capacity over the next three years. Spending that money to good effect will be a challenge but a welcome one.

Recommendation:

The Board is asked to agree the external launch of the biodiversity plan and provide comments on the ambition and content.

Core messages for the non-executives to promote

- Forestry England is one of the most important deliverers of biodiversity restoration in the country.
- Forestry England has ambitious plans to deliver a step-change in nature recovery actions.
- As the largest land-manager in England we plan to enhance our work by working at the cutting edge of conservation science, to deliver a quantifiable reversal in the fortunes of wildlife across the nation's forests.

Content

1. Background

The Board previously discussed the key principles of Forestry England's biodiversity plan in October 2020. Many of the principles developed in that initial discussion were integrated into Growing the Future, which articulated our headline vision that:

“The nation’s forests provide the most valuable places for wildlife to thrive and expand in England”

The key aim of the biodiversity plan is for Forestry England to rebuild biodiversity through the restoration of fully functioning ecosystems. We can deliver these through bigger, better, more connected habitats. Our biodiversity plan is fully aligned with Growing the Future, and the following targets will be used for measuring progress:

1. SSSIs: We will maintain and improve the condition of our Sites of Special Scientific Interest, in line with the 25 Year Environment Plan commitment to improve to 75% favourable condition by 2042. We will aim for 100% of our National Nature Reserves to be in favourable condition by 2042.

This target aligns us with the government's 25-year environment plan, while also highlighting the importance of our National Nature Reserves, widely viewed as the 'Jewels in the Crown' of UK nature conservation.

2. Open habitats: In 2013, our open habitats strategy committed us to increase the amount of biodiversity-rich open habitats on the estate from 16.8% in 2013, to 21.1% by 2060. On top of our previous commitments, we will create networks of open and dynamic habitats, to include permanent and transient open space, linked through rides, watercourses, and dedicated corridors. We will also apply the future UKFS decision framework for peat and trees, and develop ambitious new open and dynamic habitat creation proposals.

This aligns open habitat targets with the Lawton principles of *bigger, better, more connected* habitats. The target builds on our historical commitments to *bigger* habitats and compliments it with a *more connected* ambition.

3. Ancient Woodland: We hold the following longstanding commitment to restore all our plantations of ancient woodland sites - “Forestry England commits to manage ancient woodland sites across the nation’s forests to improve their ecological value and ultimately restore them to resilient native woodland”.

This reaffirms our longstanding commitment and will also be re-iterated within the newly revamped 'Keepers of Time' policy from Forest Services.

4. Species Reintroductions: Over the entire biodiversity plan period (2022-26) each Forestry England District will be actively working on at least one species reintroduction project, in either feasibility, release, or monitoring stages.

This will maintain the excellent momentum we have gained in this area and cement our position as leaders in species reintroductions in England.

5. Forest Wilding: Establish 6,000 more hectares of Wild Core Areas within our forest landscapes. These areas will be places of innovation to rebuild biodiversity through restoring natural processes.

This re-iterates our Growing the Future commitment.

2. Discussion

1. We now intend to publish a summarised version of our Biodiversity Plan aimed at external stakeholder organisations. The biodiversity plan builds on our existing commitments in bold and innovative ways. In particular, the strategic focus on species reintroductions and forest wilding, both at the forefront of conservation delivery, reflects one of our core values - “Be Adventurous”. We anticipate the plan will be well received and we have already discussed the principles with a variety of key stakeholders, including Natural England and several prominent environmental NGOs. Delivering the plan will identify us as major contributors to nature restoration in England and will place the nation’s forests on the trajectory to being recognised as the most valuable places for wildlife to thrive and expand in England.
2. We bid for £9.3M in additional funding from Defra as part of SR21 which will boost our delivery capacity over the next three years. Year 1 has now been confirmed, with an “indicative yes” for years 2 and 3. Spending that money to good effect will be a challenge but a welcome one. We are now employing a programme manager, whose initial priorities will be to oversee business case development and delivery of year 1 outputs.

3. Resource implications

The biodiversity plan and targets were the basis for a deep dive into integrating biodiversity and the business planning process for 2022-23. This was successfully completed with a variety of levels of support from districts. This will be built on in the coming business planning round.

The plan builds on already established delivery mechanisms. The following actions are broadly viewed as Business-as Usual, committed to before the current biodiversity plan was conceived, and expected to be covered by current business planning mechanisms:

- SSSI improvements at the current rate (Target 1)
- Open habitat creation (Target 2)
- Plantations on Ancient Woodland Sites (PAWS) restoration (Target 3)

We were successful at DEFRA’s Spending Review 2021 (SR21) with a biodiversity bid worth £9.3M covering 3 years. This will fund the following specific point interventions to deliver the biodiversity plan:

1. SSSI uplift (Target 1 & 2) - to accelerate SSSI condition improvement we have focused this on the creation of an open habitat network within Thetford Forest. This is strategically appropriate for a variety of reasons:
 - Thetford is our largest SSSI in unfavourable condition. Representing 26% of the nation's forests SSSIs, we cannot reach 75% favourable condition status without it. A move to favourable condition would immediately improve our favourable condition rate from 38% to 64%.
 - The key remedy to favourable condition can be delivered with a single project, focused on a single output - the creation of an open habitat network.
 - The open habitat network was initially scoped out with a detailed feasibility study in 2014, so is in an excellent position to deliver substantial biodiversity benefits within the three-year period.
2. Species reintroductions (Target 4): In the past these have been funded through business-as-usual internal funding (often through in-kind support), and external funding on a project-by-project basis. SR21 funding will give a significant boost to projects which will reintroduce species to the nation's forests, in particular supporting feasibility stages, often the most difficult to get externally funded.
3. Forest Wilding: SR21 funding will significantly increase the rate at which we can initiate the integration of wilding activities in our productive forests across 6000 ha. We have already advertised for a PB3 Forest Wilding Programme Manager to oversee this significant programme of work across multiple districts. The programme will implement a variety of point interventions to restore natural processes, such as reintroductions, watercourse restoration, tree veteranisation, or establishing landscape-scale conservation grazing. These point interventions will put infrastructure, processes or policies in place that will then allow sites to be successful into the future without further project funding.

4. Risk management

Two key risks surrounding the launch and implementation of this plan are resourcing and communications. Please see the relevant sections of this paper to see how these are being mitigated.

5. Equalities analysis

We must ensure that areas where we implement Forest Wilding do not have a discriminatory impact on people with specialist access requirements. Otherwise, we do not believe that the biodiversity plan will have a discriminatory impact on people from protected groups:

- People from different age groups
- Disabled people
- Women and men
- Transgender people
- Lesbians, gay men and bisexual people

- Women who are pregnant or on maternity leave
- People who are married or in a civil partnership
- Religious people or those with strongly held philosophical beliefs
- Ethnic minorities

6. Communications

The attached document is being designed into an externally focused PDF, modelled on the Growing the Future design. With support from Stuart Burgess (Media Relations Manager) and Alice Cheyne (Relationships and Engagement Manager) we are planning a variety of external and internal communications. Internally we are planning several blogs, a revamp of the relevant ROOTS pages, as well as launching two [online training modules](#). Externally we are planning a press release, a webpage, social media vlogs, and several external stakeholder engagement meetings. For example, we are hosting the England Woodland Biodiversity Group in the Forest of Dean in May, and the Major Landowners Group in Thetford in June.

7. Attachments

Item 4 Paper 4.2 Biodiversity Plan - External final

Andrew Stringer

Head of Environment & Forest Planning

26/4/2022

10 May 2022

Paper Title: Commercial Sensitive

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BOARD PAPER

Paper Title: Forestry England Staff Engagement Survey Results

Author/Presenter: Mike Seddon and Karen Moore

Paper Requirement

Decision Required	For Approval	Steer required	Information Only	Commercially Sensitive
		✓		

Executive Summary*Summary of key points and action required by Board*

The Board is asked to review the Forestry England staff survey 2021 results and provide their observations:

- a) Potential areas for focus within the planned action plan
- b) Key messages that the Board would wish to include in communications to Forestry England staff about the survey outcomes.

The Board's observations will be shared with the SLT when it meets to also discuss the survey results and formulate the action plan.

Content

This paper is provided for the Forestry England Board meeting on 10 May 2022 and sets out a summary of key results from the Forestry England staff survey and planned next steps.

Key results

Some key results are set out in the following three slides:

Staff Engagement Survey Results

Comparisons to 2019

Please read the instruction on the previous page to help interpret the results on this page. To enable valid comparisons with 2019, the 2022 results on this slide have been recalculated by removing any 'neither agree nor disagree' responses from the percentages.



Questions improved the most since 2019	↑	% positive	Variance since 2019 (% point)
Overall, I have confidence in the decisions made by [Business area] Senior Leaders		49%	+14
My manager displays great leadership behaviours on a daily basis		58%	+13
To what extent do you agree or disagree that your line manager sets SMART objectives to measure your performance?		47%	+12
Senior Leaders in [Business area] communicate well		45%	+12
I believe that Senior Leaders have a clear vision for the future of [Business area]		56%	+12

Questions deteriorated the most since 2019	↓	% positive	Variance since 2019 (% point)
My pay is fair for the job I do		22%	-7
I feel that change is managed well in [Business Area]		32%	-5
I am satisfied with the total benefits package		34%	-5
I feel valued for the work I do		59%	-4
I believe action will be taken as a result of responses to this survey		38%	-2

Questions with the strongest responses

Most positive statements	✓	% positive (net agree)
I understand what is expected of me in my role to stay healthy and safe		94%
I understand how my work contributes to my team's objectives		92%
My manager is approachable		90%
I have access to health and safety information and instructions to help me do my job safely		89%
I know how to access training and development		88%

Strengths: What are colleagues most positive about?

Most negative statements	✗	% negative (net disagree)
My pay is fair for the work I do		66%
I am satisfied with the total benefits package		45%
To what extent do you feel confident to raise a whistleblowing concern when you suspect wrongdoing has occurred? (% not confident)		34%
I feel that change is managed well		32%
I believe action will be taken as a result of responses to this survey		31%

Areas of concern: What are colleagues most negative about?

Staff Engagement Survey Results

External benchmarking

Civil Service Benchmark*	Where Forestry England compares most positively			Where Forestry England compares least positively		
	Questions higher than benchmark	% positive	Variance (% point)	Questions lower than benchmark	% positive	Variance (% point)
	My manager deals with poor performance/behaviour effectively	53%	+12	I believe actions will be taken as a result of responses to this survey	38%	-19
	I feel a strong personal attachment to [Business Area]	63%	+7	My pay is fair for the job I do	22%	-18
	I have the opportunity to contribute my views before decisions are made that affect me	53%	+7	My manager gives me regular feedback on my performance	55%	-17
	I am proud when I tell others I am part of [Business Area]	75%	+5	I feel valued for the work I do	59%	-15
	I have a choice in deciding how I do my work	83%	+3	I believe the actions of senior leaders are consistent with [BUSINESS AREA'S] values	54%	-15

Note: The 2019 survey used a four-point scale but the 2022 survey used a five-point scale (offering the chance to select the option of 'neither agree nor disagree'). As a result of this change, **the results for this year's survey are not directly comparable with 2019**. However, to enable a valid comparison, any 'variances to 2019 (% point)' figures shown have been calculated based on removing the 'neither agree nor disagree' answers for each question in 2022.

Analysis

Positive results

- Compared to 2019, there are very few results which have gone down. The exception is pay and benefits, which is not a huge surprise and is a known issue.
- The level of employee engagement is 68%. Encouragingly, three quarters (75%) of staff stated they felt proud when they tell others they are part of Forestry England (5% higher than in 2019).
- Line management was one of the strongest performing areas in this survey. 58% indicated that their manager displays great leadership on a daily basis (13% higher than in 2019). Similarly, 90% of staff indicated that they found their line manager to be approachable (6% higher than in 2019).
- Health and safety had some of the highest results in the survey. For example, 94% understood what was expected of them in their role to stay healthy and safe and 89% indicating they had access to health and safety information and instructions to help them do their job safely.

Staff Engagement Survey Results

Areas for consideration

1. Performance discussions

Only 55% of staff say that their manager provides regular feedback on their performance. This is significantly (19%) lower than the Civil Service staff survey. In addition, nearly a third of staff (30%) have not had a performance review in the last 12 months, which is 6% lower than the result from across FC.

With the introduction of the new Performance Management policy, this survey result is potentially an ideal opportunity to emphasise the importance of end-of-year reviews and regular ongoing 1:1 performance discussions.

2. Pay & Benefits

Pay is the lowest performing areas, with just 22% agreeing that their pay was fair for the job they do (7% lower than 2019) and only 34% satisfied with the total benefits package. Pay will be considered at the FC level under Your Offer, but Forestry England may want to consider how to improve staff awareness of FC benefits (such as pensions, holidays, discount scheme and training and development opportunities). For example, the attached 'Current offer' page could be distributed more widely and discussed during team meetings.

3. Workloads and wellbeing

Workload and work life balance could be another area of focus for Forestry England. Only 20% of staff agreed that they had an acceptable workload (12% lower than the Civil Service). Levels of stress were also high, with 56% indicating that they find their job stressful.

Forestry England may want to consider identifying roles with excessive workloads by assessing roles and responsibilities. It may also be useful to consider the redesign of roles and/or recruitment of administrative staff to allow staff to focus on key tasks.

Resources

Staff time will be used to develop the staff survey action plan. Any additional costs associated with actions we take forward will be scheduled to be affordable within Forestry England budget.

Forestry Commission Action Plans

The Executive Board analysed the FC staff engagement report and decided on the following 4 key priority areas:

1. Performance discussions
2. Pay & Benefits
3. Workloads and wellbeing
4. Inspiring leadership

It is clear that the priorities identified at national level are also significant at Forestry England level.

Staff Engagement Survey Results

Next Steps

An action planning workshop with Forestry England SLT has been booked on 17 May. This will be facilitated by DJS, the staff survey provider. During the meeting, the SLT will create a Forestry England national action plan, focusing on a maximum of 3-4 key actions. Where appropriate, these actions should link to the FC national actions by providing more detailed and practical plans for implementation.

Any Forestry England manager with more than 10 responses in their team has now received a staff survey report for their team. Individual units (Forest Districts and principal national or business unit teams) should then hold action planning meetings to decide on local action plans based on their reports. Units should focus on a maximum of 3-4 key actions, which will usually link to the Forestry England national action plans.

Only 31% of staff believe that action will be taken as a result of the staff survey (19% lower than the Civil Service). It is therefore important that staff are kept informed of actions and changes that result from this survey. Units should present their survey results to staff and include them when deciding on actions.

Over the longer term, units will be expected to regularly feed back to the Executive Team on completed action plans. Local meeting or communications should be held to update staff and celebrate the completion of action plans over the next 18 months.

Communication Plan to staff

- A news story on 5 May. This will include an ‘infographic’ for the FC report which is attached as an appendix.
- A Roots staff survey page containing the Forestry Commission, Forestry England and Forest Services reports.
- Once the Forestry England Senior Leadership Team action planning meeting on 17th May has taken place, Mike Seddon will write a blog specifically for Forestry England. It would talk about the action plans at Forestry England level and explain that local meetings will also be held to continue the ‘Big Conversation’ and put local action plans in place. The ‘Big conversation’ graphic at the top of this paper should be used in communication emails, slides and blogs.

Attachments:

Item 6 Paper 6.2 - Current Offer

Item 6 Paper 6.3 - Staff Engagement Survey Results

Item 6 Paper 6.4 - Infographic

Author Karen Moore

Title HR Project Manager

Date 27th April 2022

10 May 2022

Paper Title: Forestry England Finance 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**

Board Paper

Agenda Item 8

Forestry England ARAC Chairs note

Paper 8.1/May22

Paper Title: FC ARAC Chair Report to Boards

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.

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Rachel.mackintosh@forestryengland.uk

10 May 2022

Paper Title: CEO Report

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Rachel.mackintosh@forestryengland.uk**