

Forestry England Board Meeting Agenda

11th May 2023 09:00 - 14:00

The Ickworth Hotel, Horringer, Bury St Edmunds, Suffolk, IP29 5QE

Attendees

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

In attendance: Mari Sibley (Item 3,4), James Simpson (Item 5), PK Khaira-Creswell (Item 6)

Secretariat: Rachel Mackintosh

Apologies:

NO. / TIME mins	Start time	ITEM (Materials)	OUTCOME REQUIRED	LEAD
Welcome				
1. 10 mins	09:00	Chair's Welcome and Update		Chair
2. 10 mins	09:10	Declarations of Interest Approval of minutes, matters arising and action log. Matters Arising	For information	Chair
Items for Approval				
3. 30 mins	09:20	Quinquennial Valuation	Discussion & Steer	James Simpson
4. 35 mins	09:50	Commercial Sensitive	Discussion & Steer	Mari Sibley
	10:25 - 10:35	10 min Break		
5. 15 mins	10:35	DEFRA funded programmes Nature for Climate Programme and SR21	Discussion & Steer	Mari Sibley
6. 25 mins	10:50	Growing the Future Annual Report	Discussion & Steer	John Stride PK Khaira-Creswell
Management Accountability				
7. 15 mins	11:15	M11 Finance Report	Approval	Amanda Grist



8. 25 mins	11:30	CEO report	Discussion & note	Mike Seddon
Concluding items				
9. 5 mins	11:55	AOB - Horizon Scan		Chair
12:00 - 13:30 Lunch in Frederick's Room				

Future meetings:	
19 June 2023	Extra meeting to approve Annual report and Accounts
18 July 2023	Virtual
9 - 11 October 2023	Visit and meeting - North District
6 December 2023	Virtual



Forestry England board meeting minutes

1st March 2023 10:00 - 13:00

MS Teams

Attendees

Forestry England Board: Julia Grant, Amanda Grist, Tristram Hilborn, Peter Latham, Jennie Price, Gurch Randhawa, Mike Seddon, Chris Simpson, William Worsley (Chair), Alex Stewart (Board apprentice)

In attendance (in part): Mari Sibley (Item 3), James Simpson (Item 7) Josephine Lavelle & Katy David (item 7) Andrew Stirling (observer)

Secretariat: Rachel Mackintosh

Apologies: Richard Stanford

Agenda items

1. Welcome

| Item Lead: Sir William Worsley

The Chair welcomed members to the twentieth full meeting of the Forestry England Board.

The apologies of Richard Stanford were accepted.

The Chair welcomed Alex Stewart, the Board apprentice for this calendar year, and Andrew Stirling, Chief of Staff attending this meeting as an observer.

Chair's update

The Chair noted:

- CoP15 commitments, Environment Bill statutory targets, the increased grants in CS and England Woodland Creation Offer and the launch of the Environmental Improvement Plan.
- Improving collaboration with Natural England supported through his meetings with NE Chair
- Developing good relations with Minister Harrison, and the issues discussed with her including presumption to plant, time taken to plant a tree, red squirrels, her recent visit to Kielder Forest.
- Secretary of States initiative for data driven accountability.
- Landowners' roundtable due 7th March, aims to bring FC, ministers, Defra, Landowners and Green Economy experts to discuss tree planting challenges and potential solutions.
- Parliamentary reception on 28th March aims to increase engagement of constituency MPs with the tree planting agenda.
- Congratulations to Malcom Finch, awarded the Order of the British Empire (BEM) for services to forestry in the 2023 New Year's Honours.
- His role as chair has been extended for a further three years.

Forestry Commission family updates noted:

Forest Services: reopening of Urban Tree Challenge and Local Authorities Treescape fund, Woodland officer programme is reopening for 2023, Commissioners are considering a disputed case at Bonham Plain Wood, red squirrel action plan published.

Forest Research: Centre for Forest Protection with Kew science programme workshop, Northern research Station Phase 2 building underway.

2.1 Declarations of Interest

There were no declarations for the meeting.

2.2 Approval of Board minutes

The minutes of the Forestry England Board meeting 06.12.22 were agreed as a true record.

2.3 Actions

The updated action log was reviewed and agreed, noting the open action on corporate partnerships will roll on and will be reported back later in the year.

3. Official Sensitive: Commercial item

4. M9 Finance report

| Item Lead: Amanda Grist

Amanda took the Board through the M9 Finance report; noting that we were behind budget but have secured CDEL and increased ASL through FC / Defra for specified projects. The end of year forecast deficit was around £3.4m.

The following points were raised in the discussion that followed:

- Request for an extra column on last year's figures in the forecast.
- Clarification sought if in budget there was phased or straight line allocation. Amanda agreed that whilst budget holders are asked to phase this needs more finessing going forward.
- Rise in travel and staff costs queried, noting next year's budget was lower. Amanda noted that recruitment figures are included, as well as travel rates increase. It has been thought people would travel less post-covid but not seeing this. Will need to hold to closer account next year.
- The FTE assumptions were for upswing in recruitment in Jan / Feb noted, has this happened. Amanda to come back with the figures.
- The visitor-related income being 14% behind budget needed to be understood as this impacted on Business Plan assumptions. Tris confirmed that the assumptions were being looked at with the stretch targets requiring more active management.
- Credit control - it is getting tough, no big risks at present but important to highlight. The excellent work of the team noted who have successfully brought the debtor list down over the past few weeks.

The Board thanked Amanda for a good report.

Action Items	Person responsible	Deadline
Add extra column with last year's figures in the forecast table	Amanda	11.05.23
Share February recruitment figures with Board	Amanda	11.05.23 - or earlier

5. Official Sensitive: Commercial

6. Benchmarking Forestry England business performance | Item Lead: James Simpson

James led the Board through the paper and asked the Board to consider and comment on the proposal to award a consultancy contract which will provide bench marking information on our overall organisation operational efficiency.

After consideration of the purpose and potential comparator organisations for the exercise, the Board felt that although it would be a useful and interesting exercise to carry out at some time to but did not feel that now was the right time to be proceeding with this. However, if there were specific areas of activity that management felt would gain real value from a deeper dive then these could be looked at.

7. Growing the Forestry England Brand | Item Lead: Josephine Lavelle / Katy David

Jose introduced the item noting that Forestry England's brand has achieved success since launch in 2019, including the development of a unique visual identity, a values-based culture and excellent staff customer service. She noted that as part of this journey yesterday saw the soft launch of the national membership scheme. More work is now needed to strengthen these foundations and build consistency for the brand, as well as greater investment in driving external awareness. This includes revisiting the organisation's purpose to make it more relevant to who we are now. The Board were asked to provide a steer on the scale of appetite for increased investment in external brand building and agree the recommendations within this paper.

The following points were raised in the discussion:

- The board were interested in the competitor spend analysis, and how little we were spending, agreed that a little increase would be justified, but need to be cautious, to invest not spend, and track the impact of that investment.
- It was noted that Forestry England was a very modest organisation, which was a wonderful trait but means we do miss out on publicity and spotlight, the organisation should build its confidence, part of which is brand.
- Consideration given to how far the brand can be stretched without diluting it. Katy noted that the focus is on the consumer brand, research indicating what is most relevant is in the cause / belief so this is what we should prioritise and then bring in other elements.
- Forestry England has an attractive proposition and strong networks where a lot of activation could be achieved if the tone of voice is right.
- Consideration given to how this links with wider FC, noting Forestry England does need a separate consumer facing brand, noting the amazing shift that has been achieved in three years, the attractive offer means there are more supporters and partners than before which gives us leverage, the brand is also well supported amongst the staff group. Mike noted that due to the trading element Forestry England has an exemption that allows it to have its own website and brand, separating its activities from the .gov website where they couldn't sit, it was important to protect this freedom.
- Time is right for some development to tell our story, attract new staff and business into the organisation. Tone of brand important for reach to underserved groups. Noted that it is important to aim to be an exemplar for forestry and the wider sector so important we get the marketing right.

The proposals and recommendations received support from the Board, taking into account the observations in the discussion above.

8. CEO report

| Item Lead: Mike Seddon

Mike drew attention to the following:

- North and Yorkshire Districts had been successfully audited for UKWAS, this is crucial for us.
- Relationship with minsters going well, and delegation of acquisition approvals to Edward Barker is working well.
- All 13 campsite leases progressing well with new operators: Bracelands due to sign next week, with Poston Hill after that.
- Safeguarding: there was an incident with a partner but the community response has been against the action we took. There has been a second incident when a member of the public attending an active forests event made a disclosure, this is now with the local authority.
- Timber despatch is beginning to pick up, but not to the levels in the budget.
- The Natural Capital value of the nation's forests has now been published at £61.5 billion. This year, in what we think is a world's first, we have prepared the Natural Capital Accounts to the new BSI. Congratulations given to the team.

The discussion that followed included:

- Preparation for working arrangements under the probation MOU. Mike confirmed that under this arrangement there were funded supervisors, so our staff do not need to manage, just identify the work to be done.
- The blended woodland creation offer was welcomed.
- Seed processing - would there be an impact on production and scale during the relocation of the unit. Tris confirmed there would be no impact during the move, and the new location would mean there is an expansion in the type and volume of seeds, including more broadleaf.
- In relation to scanning of deeds, question asked if all our land was registered with the land registry. Mike to find out and respond.
- Note that the limited assurance GPC audit could pose a reputation risk. It was noted this was well debated in ARAC, action plan in place to address this.
- The Alzheimer's care video was welcomed and appreciated.
- Update on the customer service system provided - three year project on track, latest module to go on it is permissions.

Action Items	Person responsible	Deadline
Confirm if all the nation's forests is registered with the land registry	Mike	11.05.23

9. ARAC Chair report

| Item Lead: Julia Grant

Julia noted that overall ARAC was getting more robust in the level of consistency and detailed scrutiny that it offered. In the last meeting it agreed the calendar of business and reviewed recent audit reports, including GPC, and the audit plan for the next year was agreed. Concerns continue with use of spreadsheets and alternatives are being investigated for risk management. Question if the combined ARAC is working compared to



individual ARACs which was felt to be fairly neutral but the driving factor for it is resourcing and overheads.

AOB

The Chair noted there would be a health & safety workshop for the Board included in the May visit to Thetford forest.

The meeting ended at 12.43

BOARD PAPER

Paper Title: Quinquennial Valuation

Author/Presenter: Mari Sibley

Paper Requirement: For information only

Decision Required	For Approval	For Steer	Official/Commercial Sensitive

Executive Summary of key points and action required

The Board is asked to note the outcome of the quinquennial valuation of the nation’s forests.

The paper summarises the process followed to arrive at the quinquennial valuation of the nation’s forests and the headlines of the valuation itself.

Core messages for the non-executives to promote

The financial value of the nation’s forests has increased in value from 2018 to 2023.

The financial valuation of the nation’s forests is undertaken in accordance with HM Treasury requirements and RICS’ Global Standards for Valuation.

Content
1. Purpose and context

The purpose of the paper is to inform the Board of the work undertaken to produce Forestry England ‘s quinquennial valuation. The date of the valuation was 31st March 2023.

2. Discussion
2.1 The nature of the valuation

HM Treasury provide accounting standards to follow in their Financial Reporting Manual (FReM). IAS 16 and 41 requires us to carry the assets at a revalued amount. In order to comply with the standards, the Forestry England-managed estate is inspected and valued in detail every five years. During the intervening years, the estate is valued using published indices, such as Land Registry and ONS data. The quinquennial exercise produces valuations of assets in England for inclusion in Forestry England’s year end financial accounts for the 2022/2023 financial year. As the valuation is for inclusion in financial statements, it must be conducted in accordance with the RICS’ Global Standards for Valuation (Red Book) by RICS registered valuers and the Governments Financial Reporting Manual (FReM). The valuation result is published in Forestry England’s year end accounts and laid in both the Houses of Commons and Lords.

Quinquennial Valuation

It is a considerable piece of work that involves finance and GIS colleagues, but the valuation work is mainly undertaken by our internal chartered surveyors (aka Land Agents; the majority of whom are registered valuers). It requires the inspection of as much of the estate as possible by the surveyors, and confirmation from colleagues of the status of assets if inspection is not possible. The following asset classes are valued: -

1. The woodlands
2. The solum, or land
3. All buildings
4. Agricultural land
5. Mineral workings
6. Telecoms portfolio
7. Financial instruments, such as leases and other agreements
8. Recreation infrastructure, such as trails and car parks

2.2 Who values the Nation's forests?

Both internal and external valuers will undertake valuation work. External valuers from Savills Chartered Surveyors focus on the valuation of the woodland crops and telecoms portfolio. Specialist mineral valuers, Wardell Armstrong, undertake the mineral valuations and specialist recreation business valuers undertake the valuations of Forest Holidays and the camping business. Forestry England's chartered surveyors complete the valuation of buildings (804), financial instruments, agricultural land and recreation infrastructure.

2.2.1. Inspection of woodland crops

The external valuers inspected 10% of all woodlands and produced a matrix of values that finance colleagues then run through sub compartment data base to provide an overall value. A thorough inspection of 10% of the timber crops on the estate provides a valuable external check of the biological asset and gives an opportunity to test the accuracy of the sub compartment data base that records the crop species and year of planting. Earlier this year, Gerald Fitzgerald, Director of Rural at Savills Chartered Surveyors, confirmed to the auditor EY, during an audit meeting, that Forestry England's sub compartment data base was the best that he had seen in the UK, and that Forestry England had excellent knowledge of the content and condition of the woodlands under its management. Mr Fitzgerald also confirmed that Forestry England's speed of response to the windblow and damage caused by Storm Arwen had resulted in a much-reduced impact on the valuation than that found in other large woodland estates.

The

2.3 External quality assurance of internal valuations

The internal valuations were quality assured and peer reviewed by Gerald Fitzgerald, MRICS, Registered Valuer.

We also received valuation advice throughout the process from an independent consultant, Charles Cowap, MBA, MRICS, FAAV, FRAgS, PFIAgrM, CEnv. Charles Cowap is also working with the few Forestry England chartered surveyors who are not registered valuers, to enable them to undertake the work required to become registered, so that we retain continuity of inhouse valuation skills.

3. The results of the Quinquennial Woodland valuation

The asset categories have the following values as per 31st March 2023.

1. Buildings

This category has increased in value by circa 36% since the last quinquennial valuation. This reflects the increase in house values, particularly in South district, and also the increase in value of our recreation franchises, such as cafés and bike hire shops.

2. Community Woodlands

The value of this category has decreased by circa 12%, which is a reflection of the change in status of community woodlands that have been transferred from the community woodlands category to the productive forest category, as they have matured.

3. Agricultural land

Agricultural land values across the estate have risen by 55%, which reflects the increase in interest in upland, poorer quality land over the last five years.

4. Recreation infrastructure

Recreation infrastructure includes all car parks and trails. Our recreation assets have increased by circa 50% over the past five years. This is to be expected as the primary factors in the valuation are the price of stone and the provision of a modern equivalent. Construction costs and inflation have resulted in an increase in value over the five-year period. We have also constructed new infrastructure, which contributes to the uplift in value.

5. Financial instruments

Our financial instruments are the land-related assets that are primarily leases with income streams, such as telecommunications mast revenue and shooting leases.

The value of these has reduced by circa 12% which reflects a variety of factors, including the remaining terms of leases and the yields selected.

6. Woodland valuation

The valuation of the woodland estate is provided by Savills chartered surveyors and is comprised of a solum value for the land, and a figure for the trees. This valuation shows an increase of 3% since March 2022 (the woodland is revalued every year). The solum value increased dramatically this year, reflecting the wider market interest in land for planting and the softening in timber prices over the last year.

7. The total estate valuation as of 31st March 2023 is currently being confirmed in audit. All indications are that there will be a substantial increase in value since the previous quinquennial valuation undertaken in 2018.

4. Recommendations

The Board is recommended to note the trend of the quinquennial valuation.

5. Resource implications

The exercise commenced with an estates team meeting at Delamere last May, where instructions for the valuation were issued to the chartered surveyor team and national estates team. The tender for the woodland valuation was issued last August and Savills were the successful bidder. The valuations then take place, and there is a considerable piece of post-valuation work for national estates team and finance colleagues during the

Quinquennial Valuation

inputting of values and answering of queries phase. The exercise is audited by EY and there are meetings to attend with the auditors, and assurances provided as to methodology and valuation approaches. Finally, the valuation may be audited by RICS, as happened after the previous quinquennial valuation.

The cost of the external valuers was £167K for the respective valuations and external peer review of the internal valuations, £95k of which was for the woodland inspections and valuation.

The internal valuations are estimated to take circa 200 hours of surveyors' time per district, plus an additional 250 hours from the national estates team spent in preparing instructions and collating the result, dealing with the peer reviewers, auditors, and RICS with a total value of circa £250k in time, adopting a conservative hourly rate.

5.1. Move to annual valuation of 20% of the estate

We are currently working with the Head of Finance to assess if a change to annual valuations of one fifth of the estate would be a more time efficient way of producing the valuation data and also smooth the impact on Forestry England financial accounts associated with five-yearly full revaluations.

6. Risk management

Using external valuers to undertake specialist valuations, such as timber crops and telecommunications masts, reduces the risk of inaccurate valuation practice. Using internal valuers allows vital skills to be retained in house, and these valuations are then quality assured by the external valuers. Comprehensive instructions are given to the internal valuers, to ensure consistency of approach across the district. Maintaining a proactive and productive working relationship with EY throughout is essential, as is close liaison with our finance colleagues.

7. Equalities analysis

Not applicable

8. Communications

The valuation result is published in Forestry England's year end accounts and laid in both the Houses of Commons and Lords.

Mari Sibley

Director of Estates & Legal

2 May 2023

BOARD PAPER
Paper Title: DEFRA funded programmes Nature for Climate Programme and SR21
Author/Presenter: James Simpson

Decision Required	For Approval	Information Only	Official/Commercial Sensitive
		x	

Paper requirement and action required by Board:

1. To note progress with three strategic Defra funded programmes being delivered as part of the Nature for Climate fund and our Spending Review 2021 settlement.
 1. Forestry England has been successful in securing c.£52 million in capital funding from DEFRA to deliver programmes which support the Government’s 25 Year Environment Plan (25YEP) and are part of the Nature for Climate Fund (NCF) and our Spending Review 2021 (SR21) settlement.
 2. These programmes are aligned with Forestry England’s strategic ambition set out in Growing Our Future and deliver key targets within the plan.
 3. All of these programmes are ambitious, innovative and there are challenges to overcome in delivery. Mitigating risk is at the centre of managing these programmes.

Purpose

This paper provides the Board with an update on our delivery of strategic programmes that have been funded through Defra. It provides commentary on programme objectives, progress, delivery risks and how we are mitigating them.

Background

Through bids associated with the Nature for Climate Fund and the Spending Review 2021, Forestry England has secured £52M of funding from DEFRA for several strategic programmes that underpin the delivery of Growing our Future. This funding is in addition to our Forestry Commission funding, the Agreed Subsidy Limit (ASL).

DEFRA Funded Programmes

The funding opportunities that we've secured have grown out of several years of collaboration with Forest Services and DEFRA; ensuring that the potential contribution from the Nation's Forests is recognised at the earliest stages of policy development and building confidence on our ability to deliver. Staff time spent in contributing to the development of the 25YEP has ensured that when funding opportunities have arisen we have been able to present bids that are aligned with both Forestry England and wider DEFRA strategy.

Table 1 below summarises the NCF and SR21 programmes that have been funded by Defra.

Programme	Description	Value
Forestry England Woodland Partnership	Woodland creation through both leasehold and freehold acquisition of land	£33.51m (reprofiled 2023)
Plant and Seed Supply Development	Transformation of nursery and seed processing operations to build long term resilience	£10.65m
Bio-diversity and Forest Wilding	Development of Core Wild areas, extension of species reintroduction activity, and SSSI condition uplift	£4.30m
Access for All	The programme plan is currently being finalised and so not included in this update.	£3.10m

Table 1: Defra funded programmes as part of NCF and SR21

All of the programmes are governed through the Forestry England Project Management Office, with the exception of the Forestry England Woodland Partnership. The Woodland Partnership has been established as a separate programme with delegated responsibilities through the Executive Team to reflect the scale and complexity of that programme.

Programme progress and status

This paper provides an April 2023 snap-shot on delivery progress for each programme. The current status of the programme summarised in **Table 2** below, and detailed in **Appendices 1a, 1b, 1c**.

Programme	Outputs	Status
Forestry England Woodland Partnership	1,740 ha woodland creation	Amber - trending towards green as freehold acquisition start to add to project area secured for planting
Plant and Seed Supply Development	New seed processing centre, upgrade to glass house for mini plug production, new staff work/welfare building, site biosecurity upgrades, new inventory control and dispatch system	Amber - trending towards green as procurement and on-site works at Lobslack gather momentum.

DEFRA Funded Programmes

Biodiversity and Forest Wilding	6000ha core wild area planned and management initiated, Species reintroduction project active in each Forest District, Deliver Thetford Open Forest / Brecklands SSSI project	Amber / Red - status assessment static pending further engagement with Forest District teams on project delivery.
Access for All	tbc	tbc

Table 2: Programme progress and status

Risk management

Each programme carries with it challenges and risks which could negatively impact on delivery. Several of these risks are common to all of the programmes and are set out below and detailed in **Appendix 2**:

- Staff capacity impacting delivery - We have developed appropriate in-house expertise and draw on external specialist support (e.g. civil engineering) where required.
- Weak programme governance impacting delivery - We have established our in-house PMO which oversees project and programme delivery across the organization and coordinates reporting and risk management.
- Inflationary pressure impacting delivery - We are using cost and contract management processes and hiring-in expert professional support to achieve best value in delivery.

Next steps

Programme delivery is underway and will continue to prioritise collaboration with DEFRA sponsors; ensuring they have regular progress updates and early awareness of delivery challenges. We will continue to bring regular progress updates to the Board.

Attachments

Appendix 1a - Paper 5.2 Woodland Creation Programme

Appendix 1b - Paper 5.3 PSS Development Programme

Appendix 1c - Paper 5.4 Forest Wilding Programme report

Appendix 2 - Paper 5.5 Defra funded programmes risk management approach

James Simpson

Director of Operations - Forestry and Land Management

February 2023

BOARD PAPER
Paper Title: Growing the Future Annual Report

Author/Presenter: John Stride / PK Khaira-Creswell

Paper Requirement:

Decision Required	For Approval	For Steer	OFFICIAL-SENSITIVE- Commercial-Until published
		X	

Executive Summary of key points and action required

Our five year Growing the Future 2021-26 has now completed the end of year two, Future and the end of our first full year of monitoring measurable progress against our Growing the Future aspirations. Two documents are being prepared:

1. An internal management report. This will provide progress to date, what we have to do next to move towards reaching our targets and identifying the main challenges faced. This document will inform decision making and monitoring of progress. It is aimed at the Board and senior leaders in Forestry England and will be produced following the steer on this paper. The near final (undesigned) draft is being brought to the Board in **Appendix 1** for steer on whether the proposed draft content and structure of the internal report is what they would expect to see, identifying any glaring omissions of content that they would find useful to be included.
2. A short colourful impact and highlight report will be produced and will be aimed at our stakeholders and general public to report our progress against our published strategy. The aim is to publish this to follow the publication of our Annual report and Accounts in July. The Board is asked for its support for this style of reporting and steer on content and best practice would be welcomed.

Core messages for the non-executives to promote

Both reports will provide a single point of truth on our journey through the five year plan and will provide Board members easily accessible material to inform conversation about Forestry England’s work and impact of its strategy.

Content
1. Purpose and context

Growing the Future Annual Report

Congratulations to the Forestry England Board for their foresight, drive and encouragement to senior leaders for the successful embedding of Growing the Future over the past two years. Following the establishment of this direction-setting strategy, Forestry England has clearly moved from awareness across the organisation, through understanding and the structural embedding stage. It is a significant mark of success to see the establishment of our strategic performance monitoring and reporting and linking the outcomes of our Investment Programme to the vision and aspirations of the Plan.

We are now seeing the widespread adoption of the plan and the vision and approach it sets out through our delivery and our communications. Forestry England's communications plan is now directly driven by Growing the Future. The confidence with which we talk about Growing the Future nationally and locally is illustrated by the many Roots news articles and blogs that talk to the delivery of different aspects of the plan and its ambition and how staff can see their roles and work programmes reflected in the plan. The clarity and relevance of the vision and aspirations of Growing the Future are clearly supporting our brand value and our confidence when attracting and working with new and established delivery and corporate partners. It really is becoming part of the fabric of Forestry England.

At the end of this second year of the Plan, we are preparing a report to illustrate success, next steps and challenges. The report will comprise of 2 parts:

1. A review of progress to date, coupled with highlights of next steps and challenges.

This is an internal document to provide a 'go to' reference for the Forestry England Board, Executive Team and Senior Leadership Team to provide additional context and to support upcoming discussions. A draft of the proposed structure and content is attached at Appendix 1.

2. A high-level external-facing Impact Report, to be published on our website. This will draw on specific delivery examples over the past 2 years and relate them directly to the vision statements of Growing the Future to show how we are making an impact. This will be designed and used in support of growing our partnership and customer engagement as well as showcasing the impact and opportunities that organisations, communities and individuals can make when they work with and for Forestry England. The report will also provide a reference for further communications resources aimed at an external and Forestry England workforce-wide audience. The intention is for this annual report to sit beside the strategy, demonstrating the impact made in each year of the plan. The impact report will be published shortly following publication of the Annual report and accounts in July.

2. Discussion

We request your feedback on the structure and draft content of output 1 above:

Growing the Future Annual Report

- a) Does the Board supports the approach to this internal Growing the Future report that highlights achievements to date, next steps and high-level challenges? The Board's steer is requested on whether the proposed draft content and structure of the internal report is what they would expect to see, identifying any glaring omissions of content that they would find useful to be included.
- b) Is the Board supportive of the production of the external facing impact report. A steer on content and best practice would be welcomed.

3. Recommendations

The Board is asked to consider the discussion points and recommend improvements.

4. Resource implications

The Governance, Strategy and Performance team are preparing these reports in partnership with the Engagement Team and will use approved external designers for design work.

5. Risk management

Producing this report will provide a single-version of the truth for Forestry England to refer to in support of decision making and telling the story of the impacts that underpins our brand. Providing a single place that captures the key delivery achievements and how they show we are pushing on towards our vision will celebrate the importance of the individual and team day-to-day work on our overall success and will be integral to strengthening our one Forestry England culture.

6. Equalities analysis

The externally facing Impact Report will follow the appropriate guidelines for accessibility and design guidance will be to appeal to and reach a wide and diverse audience.

7. Communications

The marketing and communications team are engaged in producing a communications strategy for the external-facing impact report.

The design team are supporting with production of both reports to ensure they take full opportunity of our branding for maximum impact.

8. Attachments

(Appendix 1) Paper 6.2 Growing the Future Annual Review WORKING DOC

John Stride

Strategy, Performance & Insight Lead
17/04/2023

PK Kaira-Creswell

Director of Strategy and Corporate Affairs



11 May 2023

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**



11 May 2023

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**