

Forestry England Board Meeting Agenda

17 July 2019 11am - 1.30pm

Room L12 Alice Holt Research Centre

Attendees

Forestry England Board: Ian Gambles, David Hodson, Julia Grant, Peter Latham, Jennie Price, Gurch Randhawa, Mike Seddon, Sir Harry Studholme (Chair)

Apologies:

In attendance: James Simpson, Mari Sibley,

Secretariat: Rachel Mackintosh

NO. / TIME mins	Start time	ITEM (Materials)	OUTCOME REQUIRED	LEAD
Welcome				
1. 10 mins	11:00	Chair's Welcome Declarations of Interest Approval of minutes and matters arising	Approval	Chair
Ongoing Management				
2. 30 mins	11:10	CEO report	Discussion & note	Ian Gambles
3. 20 mins	11:40	Performance reporting development update	Discussion & note	Mike Seddon
4. 20 mins	12:00	Director of Finance Report	Discussion & note	David Hodson
Items for Approval				
5. 30 mins	12:20	Forest Resilience	Approval	James Simpson
6. 30 mins	12:50	Energy Strategy and potential for energy generation	Approval	Mari Sibley
Concluding items				
10 mins	13:20	AOB Consideration of Board Away Day		Chair

Future meetings:

25th September 2019	Delamere (overnight stay 24th September)
8th October 2019	<i>Centenary event - no Board meeting</i>
9th December 2019	<i>Centenary tree planting</i>
10th December 2019	Devon
13th February 2020	National Office, Bristol
22nd April 2020	North District (with overnight (s))
4th June 2020	Bristol tbc

Papers:

Item 1: Forestry England Board Minutes and action table 14.5.19

Item 2: 2.1 CEO report July 2019: including Business Area Update, Health & Safety and Risk reports
2.2 Forestry England Red Risk Register

Item 3: Forestry England Scorecard for July 19

Item 4: Finance report (*to follow*)

Item 5: Forestry England Board Paper Forest Resilience July 19

Item 6: Forestry England Energy Strategy and potential for energy generation July 19

Forestry England board meeting minutes

17 July 2019 11.00am to 1.30pm

L12 Alice Holt Research Station

Attendees

Forestry England Board: Ian Gambles, David Hodson, Julia Grant, Peter Latham, Jennie Price, Gurch Randhawa, Mike Seddon, Sir Harry Studholme (Chairman)

Attendees: Mari Sibley (part), James Simpson (part),
Secretariat: Rachel Mackintosh

Agenda topics

1. Welcome

| Item Lead: Harry Studholme

The Chairman welcomed members to the second meeting of the Forestry England board.

Declarations of Interest

Jennie Price declared an amendment to declared business interests - a consultancy with MHR who provide the HR system Forestry England use. Amendment will be made to register.

Approval of 14.5.19 Board minutes

Minutes approved. All matters arising completed.

2. CEO report

| Item Lead: Ian Gambles

Ian Gambles noted that this was his last meeting as acting CEO, confirming appointment of Mike Seddon CEO who will take up the post from 1 August 2019. The Board offered Mike their congratulations.

Ian reported that the CEO report and the minutes would go to the Forestry Commission Board.

Ian provided a land acquisition update on the approval of a submission to buy some land in Kent, although it was not yet known if Forestry England's offer had been accepted or not.

The non-executives updated the Board on their engagement since the last meeting:

Julia - attended government meeting on audit and risk.

Jennie - attended Earth Photo awards, and encouraged the organisation to use such events as a platform to tell our story.

Peter - attended meeting of primary producers and large land managers.

Gurch - attended Big Forest Find at Maulden Forest. He praised the staff, and the work being done. He encouraged the organisation to use such events to connect and engage more people with the nation's forests'.

Ian Gambles presented the CEO's report that included:

- A discussion on business area updates since the last meeting. Items discussed in more detail were:
 - The natural capital accounts.
 - Resolving recent procurement issues.
 - Mitigations following cancelled Forest Live concerts.
 - The distinction between the Pay Award and Offer 2020.
- The health & safety report noted that the trends contained no surprises with a discussion on data available for visitor and volunteer incidents. It was agreed there would be an annual deeper dive into health & safety each April.
- The risk register was reviewed, with an outline of the wider work on risk being undertaken.

Action Items	Person responsible	Deadline
Mike to take forward health & safety data requests with Health & Safety team and update Board at next meeting	Mike Seddon	25/9/19

3. Performance Reporting Development

Mike Seddon presented the performance indicators, with the following discussion including diversity, measures for being an outstanding organisation and appropriate benchmarking figures. The Board asked for a deeper dive into each objective at successive meetings. The usefulness of the officially reported KPIs was queried and it was suggested changing these to more meaningful measures.

Action Items	Person responsible	Deadline
Review metrics and reporting in light of Board's comments	John Stride / Mike Seddon	25.9.19
Investigate changing of official KPIs, and identify alternatives	Mike Seddon / Rachel Mackintosh	25.9.19

4. Director of Finance Report

| Item Lead: David Hodson

David Hodson presented Board paper 4 with figures for first quarter. The position was satisfactory for the time of year. The losses due to the cancelled concerts were noted, and the need to further align the new finance and HR systems for more accurate reporting. The main discussion was around capital budgeting and planning to enable the organisation take the opportunities that arise.

5. Forest Resilience

| Item Lead: James Simpson

James presented a paper outlining the approach being taken to forest resilience, highlighting the themes for action to be taken, focusing on biological resilience and future productivity. The discussion recognised the links with the research work of Forest Research, and the wider Defra work including the 25 year Environment Plan. The Board approved the approach and asked for it to be progressed using a project management regime.

6. Energy Strategy and potential for energy generation

Item Lead: **Mari Sibley**

Mari updated the Board with progress on the energy strategy and the work done towards being carbon neutral by 2033 on data and reporting, infrastructure, waste, smart grids and consuming and generating energy. The discussion supported the direction of travel and advised exploring with Defra the opportunities for the nation's forests to contribute to the wider governmental carbon reduction targets.

Action Items	Person responsible	Deadline
Contact Defra regarding carbon reduction targets	Mari, Ian, Mike	25.9.19

AOB

The Board agreed that the format of a meeting combined with a site visit was working well for them, and agreed to a two night visit to the North District in April 2020.

Meeting closed 2pm

Next meeting: 25 September Delamere Forest, with site visit to the Visitor Centre and Nursery.



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



Paper Title: Risk Register

Under the Freedom of Information Act 2000, this paper has been withheld from publication as per Section 36(2): Prejudice to the effective conduct of public affairs

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



BOARD PAPER

Forestry England Risk Register

Under the Freedom of Information Act 2000, Exempt Information, this paper has been withheld from publication as per Section 35(1)(a).

Forestry England Scorecard Delivery Performance

Forestry England Board - July 2019

Mike Seddon

Chief Operating Officer





Purpose

To secure and grow the economic, social and natural capital and caring for the Nation's forests for the people of England

Strategy

Connect everyone with the Nation's forests by creating and caring for our forests for people to enjoy, wildlife to flourish and business to grow

Superb Forests

The Nation's forests are at the forefront of contemporary Worldwide forestry management

Increasing Natural Capital Value

The Nation's Forests natural capital value is increasing

Objectives Being an Outstanding Organisation

We are excellently led, motivated and skilled people. We are supported to deliver and act with integrity.

High Quality Investments & Sustainable Finance

The Nation's forest estate is financially sustainable, standing on its own feet

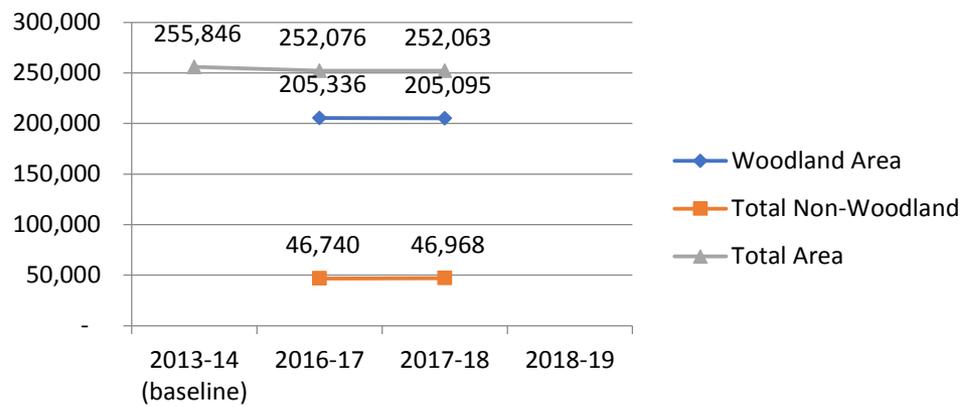
Telling Our Story

What we do has a positive influence beyond the Nation's forests and is recognised as being first class

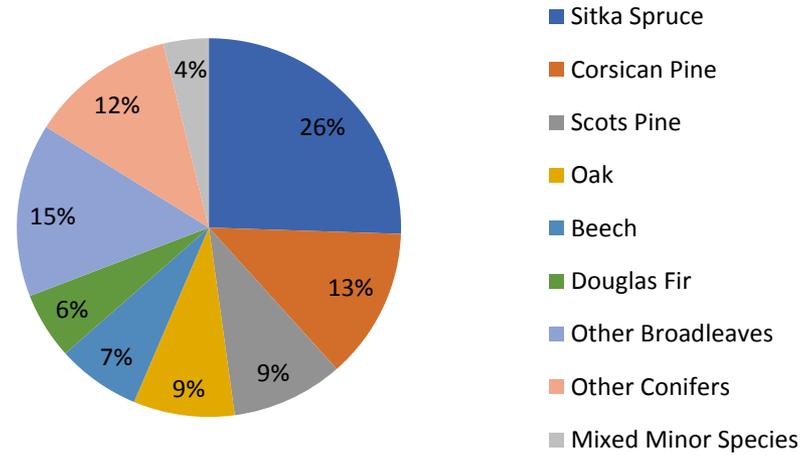
Measures

The Nation's forests are at the forefront of contemporary Worldwide forestry management

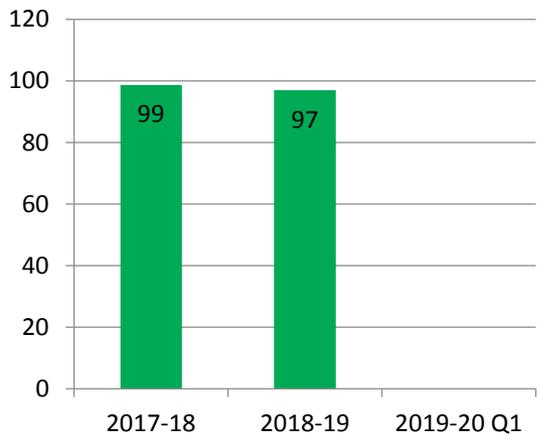
Woodland Area and Size of Estate (Ha)¹



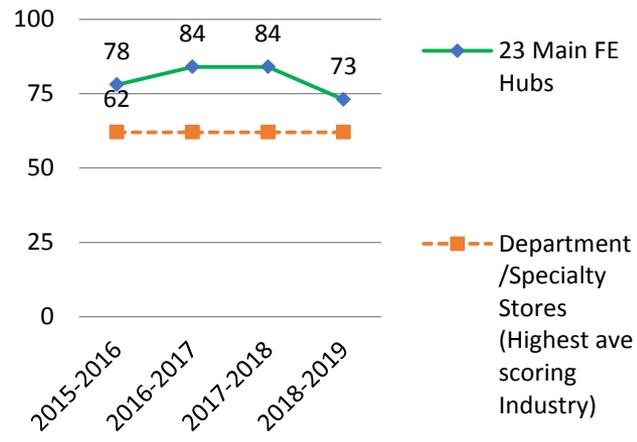
Tree Species Diversity³



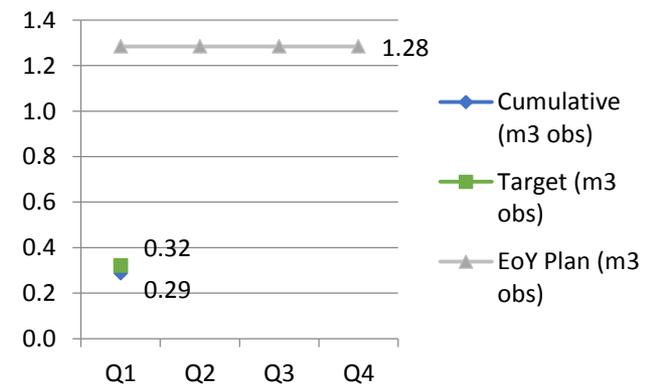
Number of volunteer work years²



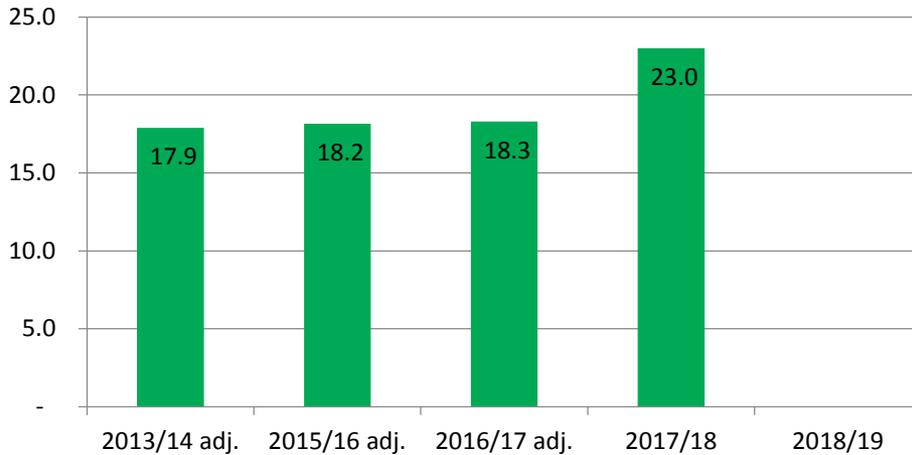
Visitor Experience Net Promoter Score



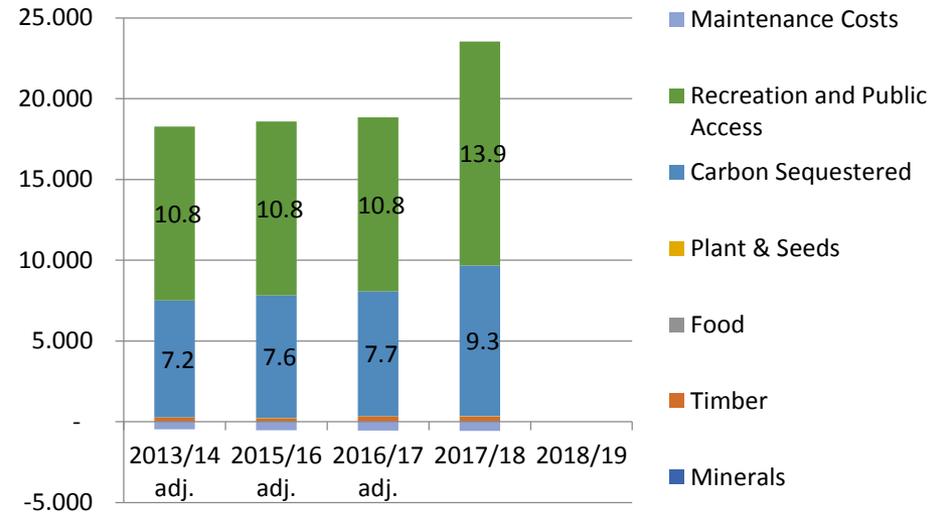
Timber Production (millions m³)



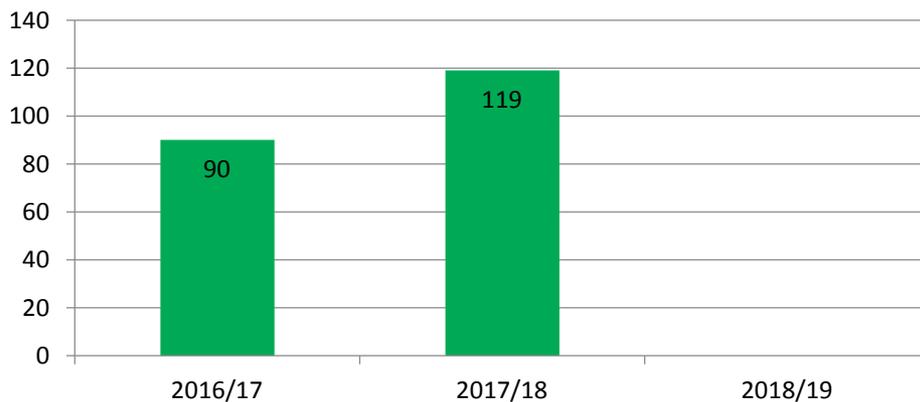
Total Adjusted Natural Capital Value (£b)



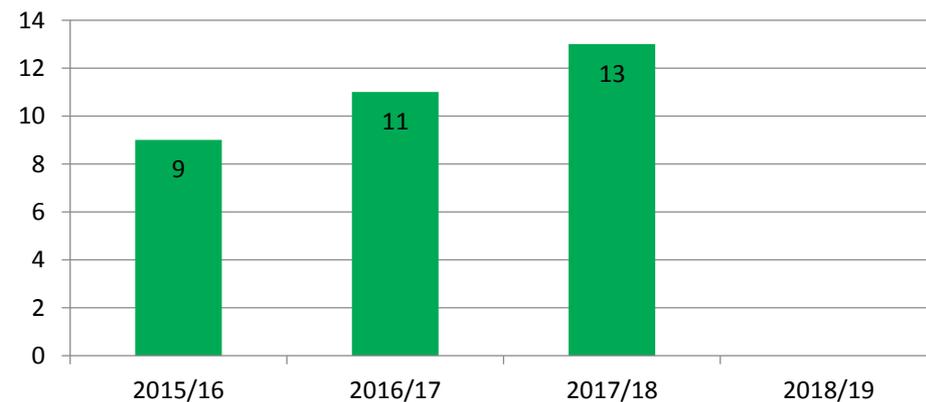
Sources of NC Value (£b)



Number of Items in Natural Capital Account Asset Register⁴



Number of Items in Natural Capital Account Monetary Flow Account

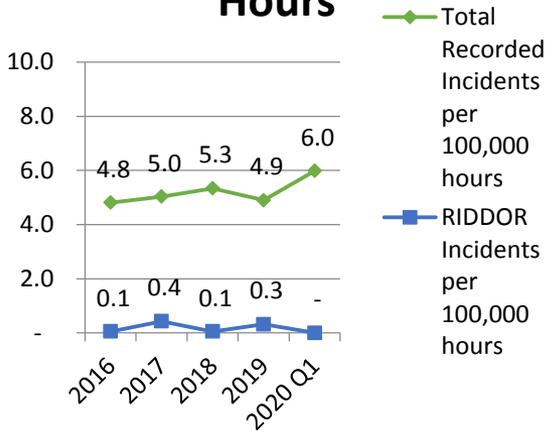


Being an outstanding organisation

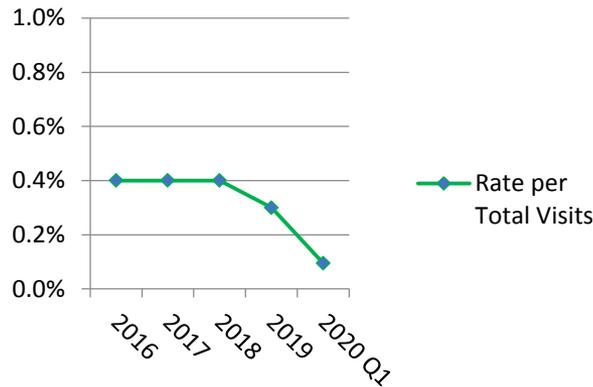
We are excellently led, motivated and skilled people.

We are supported to deliver and act with integrity.

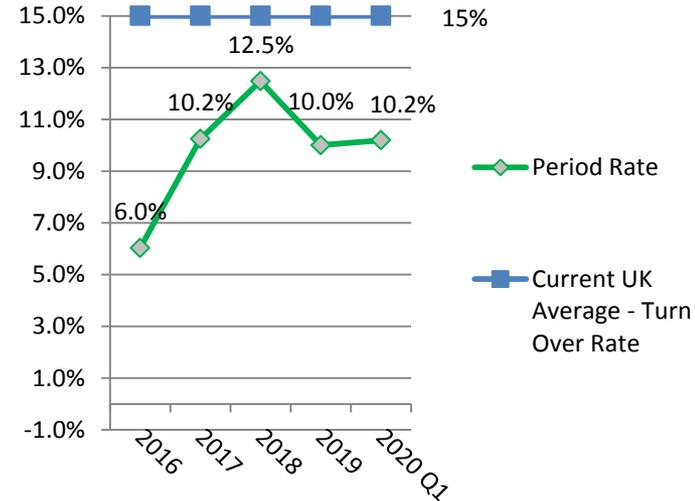
Staff Safety - Accident Rate per 100,000 Hours



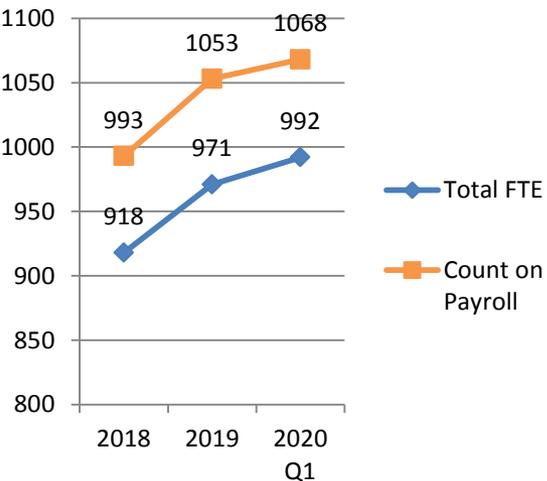
Public Safety (Rate of reported incidents per total annual visits)



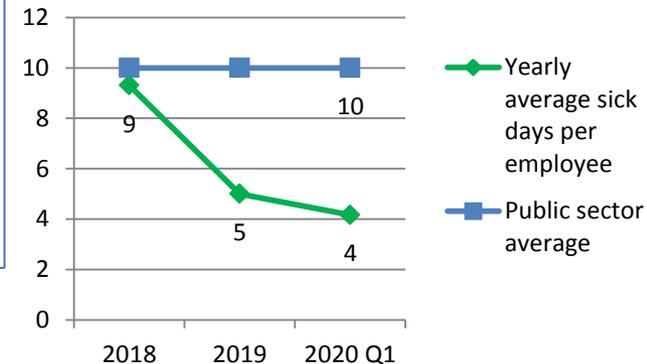
Staff Turnover Rate



Staff Head Count



Staff Absence (annual sick leave rate per employee)



Current Vacant Posts.

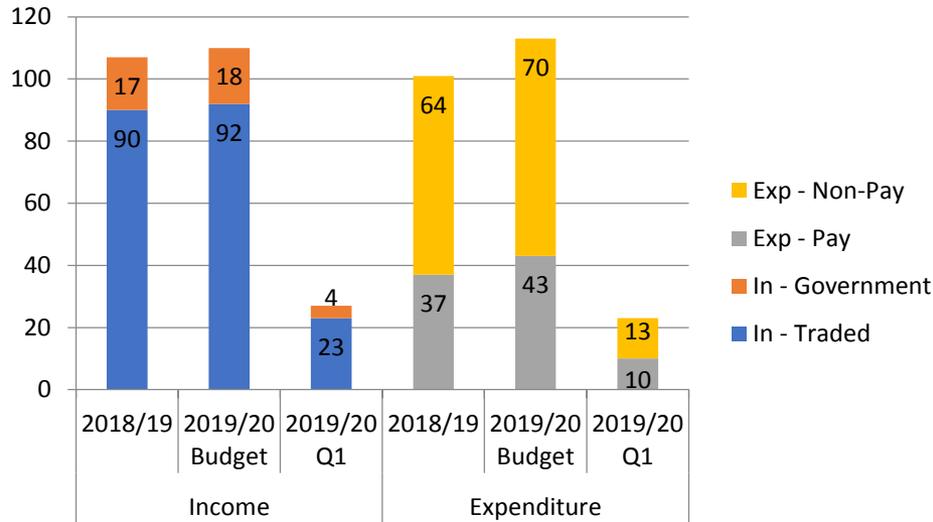
iTrent system requires maintenance before this can be reported.



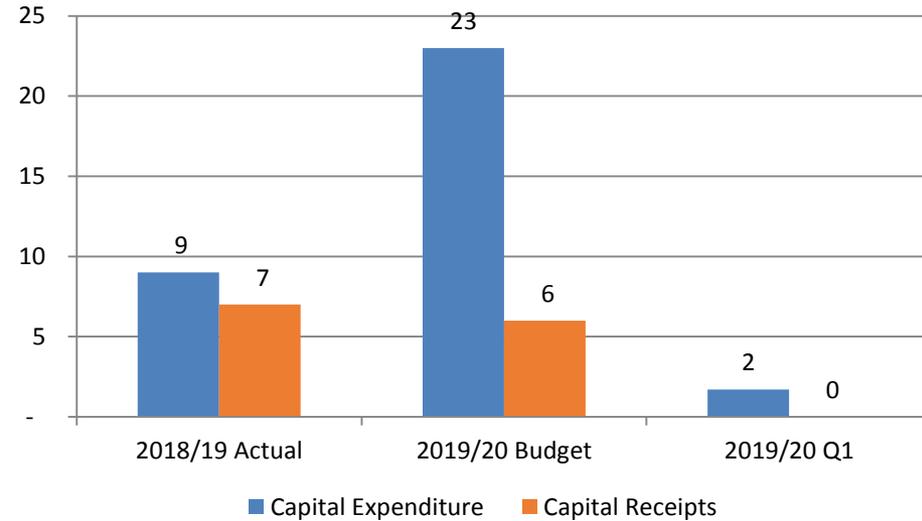
High Quality Investments & Sustainable Finance

The Nation's forest estate is financially sustainable, standing on its own feet

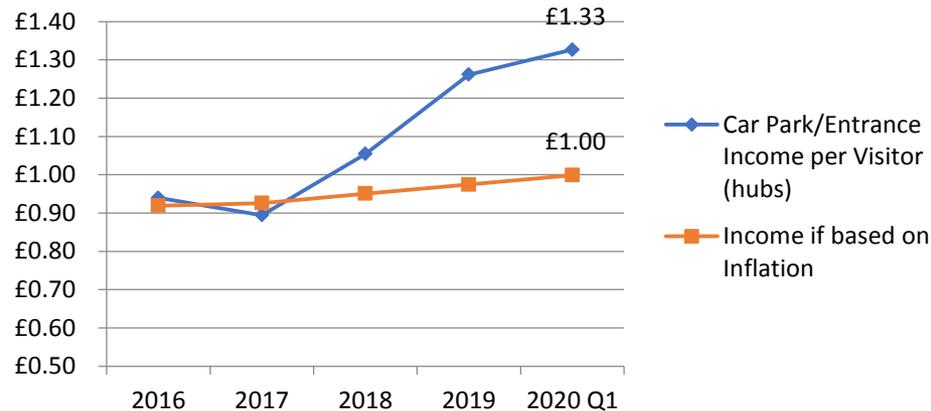
Income & Expenditure (£m)



Capital Investment (£m)

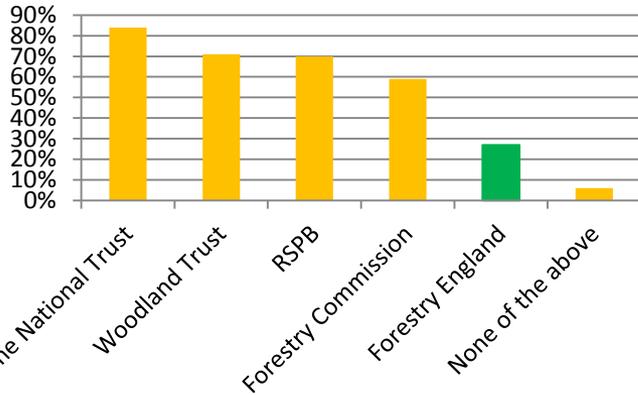


Entrance Income per Visitor

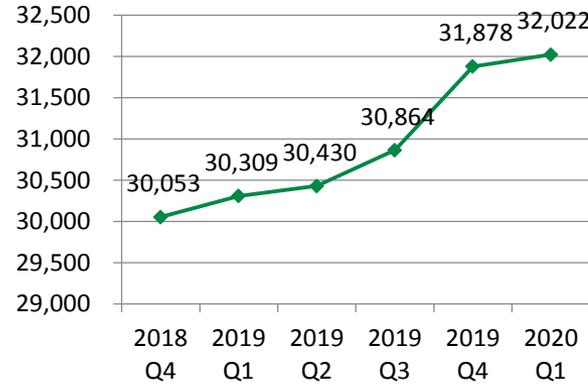


What we do has a positive influence beyond the Nation's forests and is recognised as being first class

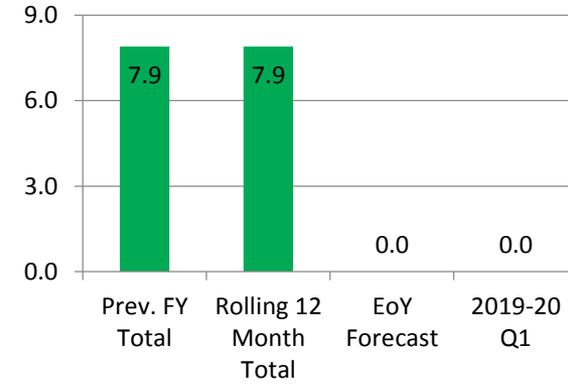
Brand Awareness of Leading Land Managers¹



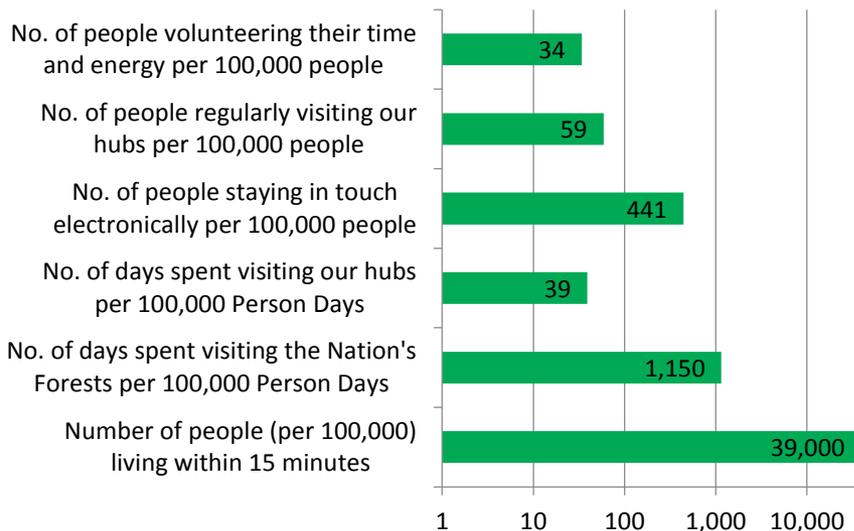
Supporter Loyalty - Discovery Pass Holders



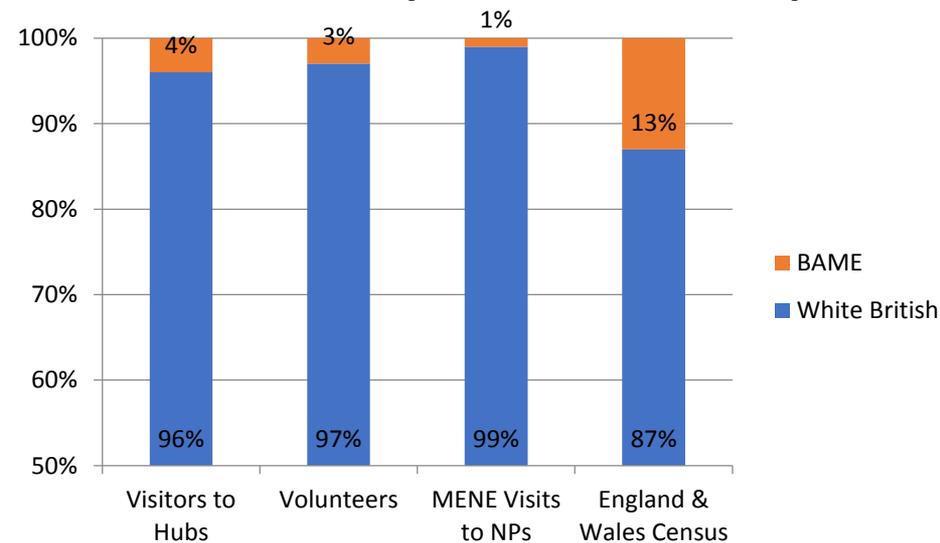
Visits to Main Hubs (m)



Connection Choices



Ethnic Diversity of Connected People





Paper Title: Finance Report

Under the Freedom of Information Act 2000, 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: Forest Resilience

Author/Presenter: James Simpson

Decision Required	For Approval	Information Only	Official/Commercial Sensitive
	x		

Paper requirement and action required by Board:

1. Agreement of Forestry England’s approach to forest resilience in the context of the approach of the Forestry Commission and DEFRA.
2. Seek approval from the Board to communicate our approach and take forward action areas which we have identified as being a priority.

1. Purpose

Forests are central to everything we do and this paper explains why the concept of biological resilience is fundamentally important in progressing Forestry England’s strategic destinations, the action we are taking to build resilience, and how our approach to biological resilience compliments the approach within the DEFRA family.

2. Environmental change, forest resilience and the context for Forestry England

Managing forests and land is a long-term endeavor and involves many significant challenges even when practiced in relatively stable environmental conditions. Under the influence of a warming planet, and the possibility of extreme consequential climate change, we know that environmental conditions in England are projected to be significantly different in 2119.

Over the last decade we have experienced an escalation in the range and extent of damaging pests and diseases on trees. While humans are most often responsible for recent introductions, there is good reason to accept that the changing climate is assisting the spread, and damaging impacts, of both recently imported pests and diseases and those which have previously been of minor significance in England.

Looking forwards we are in no doubt that, in many instances, future environmental change will be disruptive, and in some cases this disruption will be severe. We must not allow disruptive environmental change to diminish or curtail the flow of benefits from the land we manage; we must take action now which makes the Nations' Forests resilient to environmental changes that we will experience in 100 years.

We use the definition of resilience contained in the UK Forestry Standard;

'The ability of a social or ecological system to absorb disturbances, while retaining the same basic structure and ways of functioning, the capacity for self-organisation, and the capacity to adapt to stress and change'.

The Forestry England approach is informed by several other related documents; in terms of biological forest resilience the most significant of these is the Tree Health Resilience Strategy (DEFRA, 2018). In addition the Forestry Commission document *Future Forests Resilience* (in draft) confirms the need for urgent action to address the impacts of what is now widely described as a climate emergency.

Biological resilience in forests is a condition and we should assume that disruptive environmental pressure will evolve over time and that our actions to improve forest resilience will need to co-evolve. Forestry England's strategic destinations will not be achievable unless we take action on many fronts which encourages long-term biological resilience in the Nation's Forests.

3. Our approach to defining and prioritising action for forest resilience

A Forestry England position statement about forest resilience is included at annex 1.

We are already taking action to improve forest resilience, including:

- improving our choice of alternative tree species and silvicultural systems;
- boosting biosecurity measures to protect our forests and the production of tree seedlings;
- enhancing the availability of tree seed; and
- enhancing our planning and response to wildfire incidents.

However we need to do more, and be better coordinated, in taking action which will improve forest resilience.

To this end, we have recently undertaken a risk assessment of climate change related threats which could be disruptive in the long-term management of the Nations Forests, and from this derived a register of risks which require specific mitigation action.

The threats considered for the Nations Forests were;

- Extreme climatic events become more frequent and severe.
- Growing conditions change gradually and permanently.
- Damage from forest pests, diseases and invasive species increases.
- Supply of tree seedlings and seed is disrupted.

From this we identified risks which require mitigation and prioritised action themes (annex 2). Our first priority for biological resilience will be to take action which helps us maintain tree cover, in healthy condition, so that ecosystem service flow and natural capital value is maintained.

The Board are invited to approve the action areas contained in annex 2.

This initial work will be followed in summer 2019 by an expansion of the risk assessment, and action planning focused on;

- Biodiversity in, and beyond, trees - open habitats and species as well as the biodiversity in organisms associated with trees and soils.
- Telling the story of resilient forests - communicating internally and externally about the importance of forest resilience and about the broad approach being taken by Forestry England.
- Resilient infrastructure for our forests - ensuring that we invest in robust physical assets such as roads, trails, buildings and digital networks (significant work in this area is already under development under the guidance of estates and engineering colleagues).

4. Next Steps

Our Forest Resilience Steering Group will continue to lead in this area and report to the Forestry England Executive Team. We will;

- Develop the action themes (**annex 2**) to the point where we have agreed specific deliverables and planned for their completion.
- Expand the risk assessment to include forest resilience and biodiversity, infrastructure and communications.
- Develop a communications plan for forest resilience in Forestry England which addresses both internal and external audiences.

James Simpson

Director of Operations - Forestry and Land Management

July 2019

Forest Resilience

Building the biological resilience of the Nation's Forests

Being responsible for the Nation's Forests, which amount to around 20% of England's woodland, Forestry England has a unique role to play in delivering the actions set out in the Tree Health Resilience Strategy, the Action Plan for Climate Change Adaptation of forests, woods and trees in England, the Climate Change Accord and the Forestry Commission statement on Future Forests.

The UK Forestry Standard defines resilience as:

'The ability of a social or ecological system to absorb disturbances, while retaining the same basic structure and ways of functioning, the capacity for self-organisation, and the capacity to adapt to stress and change'.

Our approach to biological resilience of the Nation's Forests embraces plant, animal and fungal species as well as the ecosystems they depend on, above and below ground.

Our Position

The highest priority in Forestry England's approach is to compliment the 2018 Tree Health Resilience Strategy. We will:

- Work together to protect and value our trees as important natural capital;
- Put biosecurity at the heart of everything we do, from onsite activities to buying practices;
- Develop and apply the latest science and evidence on the full range of threats to tree health to inform our risk-based approach;
- Apply the principles of the environmental goals to the management of our trees, woods and forests;
- Build the knowledge and capability to apply the concepts of resilience at all levels.

The 2018 Tree Health Resilience Strategy Environmental Goals aim to create and develop forests which are:

- Growing in extent;
- Increasingly connected;
- Increasingly diverse;
- Improving in condition

What are we doing?

In order to prioritise next steps, a strategic level assessment of possible impacts on the Nation's Forest will be undertaken and from that a forest resilience risk register (FRRR) will be collated, with mitigating action co-ordinated by the Steering Group with the support of

Forest Resilience

colleagues from across Forestry England. This risk register will catalogue identified hazards and impacts as well as planned and implemented actions designed to mitigate for, and minimise, the risk to ecosystem service provision from the estate.

Action Area	What?	When and who?
Understanding the hazards and impacts across England	A strategic level risk assessment of potential climate related hazards and impacts on the Nation's forests	Led by Stephen Smith and completed in June 2019
Prioritising actions which build forest resilience	Using the strategic level risk assessment, compile a risk register and propose prioritised mitigating actions which reduce risk to a level which can be tolerated at Board level.	June 2019 Steering Group convenes discussion within Forestry England and reaches consensus view on the prioritisation of mitigating actions.
Developing and delivering individual actions which address risk register priorities	With reference to risk register develop a work plan to address the most significant (high level of uncontrolled risk) mitigations identified which can strengthen Forest Resilience	July 2019 onwards Steering Group oversees development of work packages which address individual mitigations agreed as being of highest priority for action.

Want to know more about Forest Resilience in Forestry England?

Visit the Forest Resilience pages on Roots to find out more.

Have a query about this Position Statement?

Please contact the Policy & Insight Team by email (xxx@forestryengland.uk) with your question. We aim to respond to you within 5 working days.

Annex 2

Forestry England: forest resilience action themes

Action Theme	Deliverables focus
Guidance and tools for planning resilient forests	<ul style="list-style-type: none"> • How will environmental change impact on individual forest in the timescale we are planning for - understanding evidence (including wind, flood, precipitation, soil moisture deficit) • Timber and natural capitals yield models which reflect our future species choices and silviculture - tools for forest planners • Wild fire resistant / retardant forests - principles in forest design • Integrating planning - macro to micro, including all the relevant interests in the forest (people, timber, biodiversity, infrastructure).
Selecting the best trees and silviculture for resilient forests	<ul style="list-style-type: none"> • Principles of forest diversity to support resilience - built into Forest Development Types tool. • Forest soils - better knowledge of what is present today. • Forest Development Types - a tool for planners and beat managers , helping us specify the best species mix and silviculture for a site and whole organisation (strategic as well as tactical considerations)*
Supporting resilience with evidence and analysis	<ul style="list-style-type: none"> • Species and provenance research - renewing our knowledge of what we are already doing / growing, and continuing research on the species we know little about. * • UK Climate Change Projections applied to the Nation's Forests - best picture of what growing conditions will be like in 2050. • Timber properties and evolving markets for 2050 and beyond.
Strengthening incident and emergency response	<ul style="list-style-type: none"> • Horizon scan and scenario planning - the forest management response (short and long term). * • Better links to National and FD incident response (PPG17 plus). *
Resilient tree and seed supply	<ul style="list-style-type: none"> • Matching demand with supply - capability to gather and deliver on our customers needs - 3 year horizon. * • Sourcing new or hard to grow species / provenance (seed). Forestry England supplied as the top priority. *

Issues marked * are already the subject of development within Forestry England.

Latest version as of June 2019: for review not later than June 2020. Revision will be coordinated by Forest Resilience Steering Group.



Paper Title: Energy Strategy and potential for energy generation

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