

Forestry England Board Meeting Agenda

8 December 2020 8:30 - 11:30

MS Teams

Attendees

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

Apologies:

In attendance: PK Khaira-Creswell (item 5), John Stride (item 5), Mat Maguire (Items 6), Mari Sibley (items 6), Hayley Skipper (item 6),

Secretariat: Rachel Mackintosh

NO. / TIME mins	Start time	ITEM (Materials)	OUTCOME REQUIRED	LEAD
Welcome				
		Chair's Welcome		
1. 10 mins	8:30	Declarations of Interest Approval of minutes, matters arising and action log	Approval	Chair
Management Accountability				
		CEO report		
2. 25 mins	8:40	Including: <ul style="list-style-type: none"> Strategic update Business area update Health & Safety Risk Management Performance Scorecard 	Discussion & note	Mike Seddon
3. 25 mins	9:25	Finance report including Business plans first look	Discussion & steer	David Hodson / Tris Hilborn
4. 15 mins	9:40	ARAC Report	Discussion & note	Julia Grant
Items for Approval				
5. 20 mins	9:55	5-year plan - draft text	Discussion and steer	PK Khaira-Creswell
	10:15	Break		

6. 15 mins	10:30	Interim CITF update and options	Discussion and steer	Hayley Skipper/Mari Sibley/Mat Maguire
7. 20 mins	10:45	<i>Confidential item</i>	Discussion and decision	
Concluding items				
5 mins	11:05	AOB		Chair

Future meetings:

4 February 2021	One day visit and meeting at Thames Chase - or virtual
21 April 2021	Virtual
6 - 8 July 2021	Tour and meeting
20 - 22 Sept 2021	Tour and meeting
7 Dec 2021	Virtual

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

Papers:

Item 1	Paper 1.1 Register of Interests Paper 1.2 Minutes 07.10.20, Paper 1.3 Forestry England action log updated 1.12.20
Item 2	Paper 2.1 CEO Report Dec 2020 Paper 2.1.1 Appendix 1 Corporate Risk Register Dec 2020 Paper 2.1.2 Appendix 2 Q2 performance scorecard
Item 3	Paper 3.1 Forestry England Finance Report Month 7 Paper 3.2 Business plans progress Dec 2020
Item 4	Paper 4.1 ARAC November 26.11.20 report
Item 5	Paper 5.1 Board paper Forestry England 5- Year Plan Dec 2020 Paper 5.1.1 Appendix 1 Forestry England 5- Year Dec 2020 for Board review
Item 6	Paper 5.1.2 Appendix 2 Scorecard 5 Year Plan Paper 6.1 Board paper Camping in the Forest - CCC interest update Dec 2020 Paper 6.1.1 Appendix 1 CIFT options paper
Item 7	Confidential papers





Forestry England board meeting minutes

8 December 2020 8.30 - 11:00

Teams Meeting

Attendees

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

Apologies: Jennie Price

Guests: PK Khaira-Creswell (item 5) John Stride (item 5) Mari Sibley (Item 6), Hayley Skipper (item 6), Chris Hardy (item7)

Secretariat: Rachel Mackintosh

Agenda items

1. Welcome | Item Lead: Sir William Worsley

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

Apologies were noted from Jennie Price. It was also noted that Chris Simpson would be leaving the meeting 9:30.

The Chair updated on his recent engagements that included a successful staff meeting with 120 members of staff from across the FC joining remotely, the senior staff meeting and the Tree Planting Programme Board meeting. He also reported on excellent communications developing with the Defra team.

Declarations of Interest

It was noted that William and Peter's declarations had been updated. There were no declarations made for items on this agenda.

Approval of Board minutes

The minutes of the Forestry England Board meeting held 7.10.2020 were approved as circulated.

Actions

The updated action log was reviewed and agreed. It was noted that most actions had been closed, of the two remaining:

- Action 52: future of CITF was coming to the Board today and also in February
- Action 51: JV strategy. Mike proposed that as the CITF work was pressing, to defer the JV paper to later in the year and focus solely on Forest Holidays. Board agreed.

Matters Arising

A question was raised on the Partnership Ethics policy that was shared in response to Action 55. Whilst noting this was a very inclusive policy, did it rule us out of partnerships of companies who want to carbon offset e.g., Airlines? Secondly whilst being inclusive of

practices it singled out palm oil, but should it also cover others such as beef and soya that were causing damage in South America.

Action Items	Person responsible	Deadline
Issues raised over Ethics Policy to be considered.	Mike	4.2.21

2. CEO report

| Item Lead: Mike Seddon

Mike drew the Board's attention to the following:

- Application for Defra relief is with HMT officials. This is required due to covid impacts on income and to enable work that was consequently deferred e.g., restocking, and government-required responsibilities e.g., SSSI maintenance.
- Informal discussions with Defra are also taking place on the potential for supported loans - progress will be reported back in the February CEOs report.
- Highway England have taken ownership of Hole Farm, with discussion underway for a long lease to Forestry England for a peppercorn rent.
- Covid-19 -
 - all guidelines have been updated in line with latest government guidance
 - Christmas lights events are going ahead at Bedgebury and Westonbirt
 - Local authority visited Westonbirt and have given excellent feedback on the covid precautions.
- Membership - this continues to be developed and will come back to the Board later in the year.
- ICO but have confirmed that no action will be taken against Forestry England in relation to the Blackbaud data release.
- Uswayford Forest - Discussions are ongoing with the landowners, and a planning consultant is being appointed for the road scheme. The timeline is for 2021 planning, 2022 road construction, 2024 felling.

The following issues were raised by members and discussed:

- Clarification of the status of the Forest Live concerts for 2021. It was confirmed that a reduced programme is currently planned to go ahead in four locations.
- Work of the BAME Group, and its positioning within FC / Forestry England for staff, visitor and future workforce.
- Update on motorsports review requested.
- Questions were asked about the Defra funding. It was agreed the verbal narrative provided by Mike needs to be clearly reflected in documentation.
- Impact on the fleet following government advancement of emission targets.
- Protection of staff, including Chief Executive from concerted email campaigns. The Mimecast system had worked successfully.
- CRM tender process.
- Trail Hunting: the current suspension of the licence and next steps when the police investigation concludes.

Performance Scorecard

Tris drew attention to a more detailed analysis on visitor data with April - July figures very low, and August - November very high, resulting in average current year to date figures being lower than last year. If the current trend continues to the end of the year, then last year's numbers will be exceeded.

The scorecard takes its data from numerous sources. Large variances will be reported in CEO report.

Action Items	Person responsible	Deadline
Share analysis of visitor numbers data	Tris	4.02.21

3. Finance Report and Business Plans | Item leads: David Hodson / Tristram Hilborn

David took the Board through the month 7 financial report reporting that due to strong trading and hard work by staff income is better than plan and costs are being managed so that the forecast is by end of 20-21 cash reserves will be rebuilt. There is financial vulnerability in the forward years, due to programmes and investments deferred because of the pandemic impacting income and programmes. Choices regarding the management of the medium-term position will be needed when the decision on Defra relief is known.

Tris and David took the Board through the Business Plan progress paper. They noted the aims of this business planning round with the headline that despite covid pandemic Forestry England was on track to deliver a stable financial plan to enable delivery of its ambitions. There were tough choices to be made, with catch-up of deferred programmes needing to be prioritised. The Board were assured that provision was made for plant health, H&S requirements, welfare provision and legal obligations. However, commissioning work on forest resilience, IT network improvements and some non-essential but nice to have work would be slowed or deferred. The key risks to the plan were identified as further Covid-19 waves, and most significantly whether the Forest Live concerts go ahead. The detailed plan will come to the Board in February.

The Board discussion included:

- Funding decisions on forest resilience amid concerns about plant health. Assurance provided that the deferral was new research work on future resilience, and investment continued into work currently being undertaken.
- The forthcoming discussions on supported loans / debt to support investment.
- The thinking being developed on recreation investment, particularly in response to new visitors who may be interested in doing different things. It was confirmed that recreation commercial modelling work is underway, as well as looking at the “quick” wins e.g., car park expansion.

4. ARAC report | Item Lead: Julia Grant

Julia, as Chair of ARAC, reported on the ARAC meeting held 26 November. She noted that this was the first of the new FC ARAC, that brought together former Forestry England, Forest Services and Forest Research ARACs into a single meeting. There was significant change in membership from National Audit Office. She noted that it was early days in planning the external audit. Internal audit plans for this year were progressing well, in February the internal audit planning for 21/22 would take place.

The discussion that followed noted:

- The new format ARAC was welcomed.
- Risk management and risk registers. The substantial judgement on the Strategic risk management audit was noted, and that Forestry England reported that operationally the risk management process was working well. Further discussion was needed on

visibility of risk reporting to ARAC and the Board as the large excel document was considered difficult to navigate.

Chris Simpson left the meeting at this point.

5. 5-year plan - draft text

Item Lead: PK Khaira-Creswell

PK presented the draft 5-year plan that had been developed drawing on previous input from the Board, ET and SLT.

The discussion that followed noted:

- Narrative was exciting and going in the right direction.
- Key was getting the right target outcomes that are exciting and express our ambition. It was proposed they are expressed as the ambition for 5 years, rather than incremental. The “people” theme targets particularly needing strengthening.
- Would the plan be strengthened by linking it to external policy documents? To be considered.
- Balancing linking into government targets e.g., the England tree planting targets, but also being clear about Forestry England’s ambitions for the nation’s forests and not just as part of meeting government targets.
- Place of timber as the main income generator needs higher profile, could be included as part of “climate” theme producing for the economy.

The Board approved the direction of travel. The evolved 5-year plan would return to the meeting in February.

6. Commercial Sensitive Item

7. Commercial Sensitive Item

AOB

Mike noted that this evening had been planned as the Earth Photo awards event, part of our arts programme with the National Geographic Society. However due to the pandemic this had been moved online, and the link would be shared with the Board to view the winning photos.

Action Items	Person responsible	Deadline
Share link to Earth Photo Awards	Rachel	9.12.20

Future Meetings

It was considered unlikely that the Board would meet face to face until July, but a final decision would be made on the February meeting in January.

The meeting ended at 10:45



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**



Forestry England



Strategic Performance Scorecard

2020-21 Q2

To end: September 2020

Our Performance Evaluation Framework identifies 3 levels of performance evaluation for Forestry England.

This scorecard presents those measures that we have developed within the scorecard structure so far and updates on measures currently identified as our Strategic and Delivery Measures. We are continuing to develop how we will report on the annual KPIs, aiming to do so for the first time for the 2020/21 financial year end.

We will continue to develop the content of this Strategic/Delivery Measures Scorecard as we develop the strategic direction (the 5 year plan) of Forestry England over coming months.

Dating conventions used in this scorecard

Dates on graphs that show figures on an annual basis refer to the year in which a financial year ends. For example, '2020' on Total Net Natural Capital Assets refers to the end of the 2019/20 financial year.

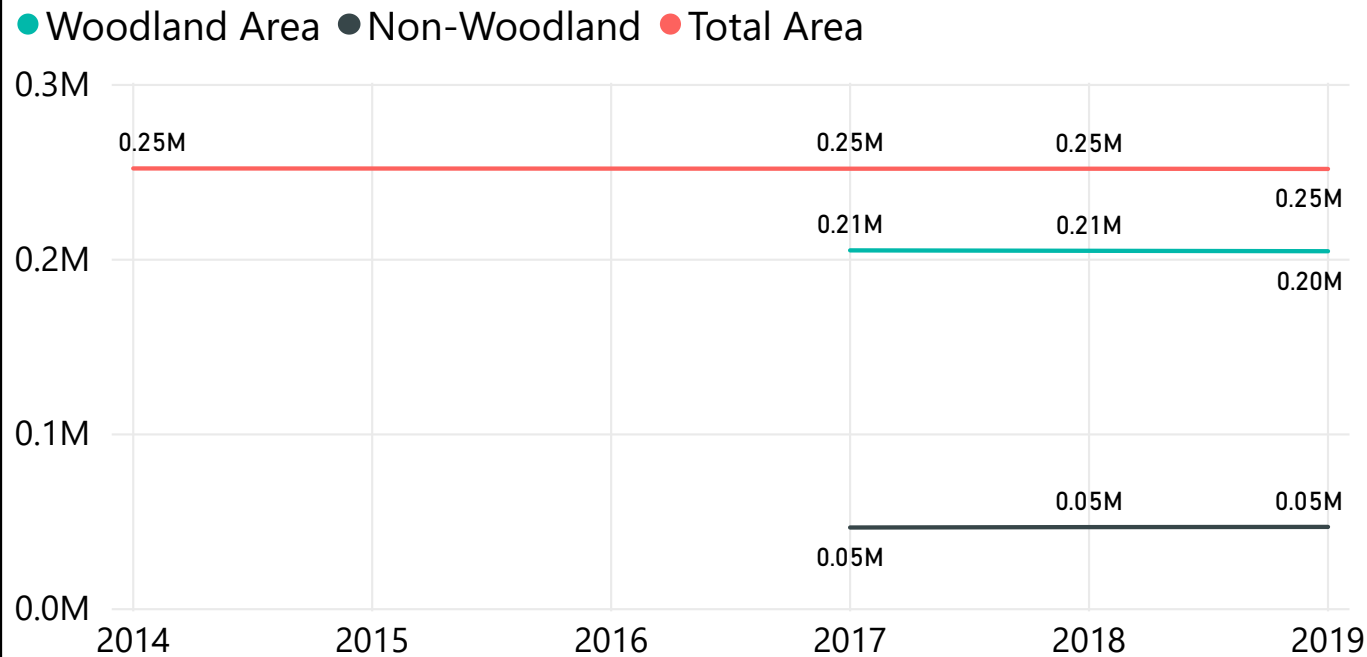
Dates on graphs that show figures on a quarterly basis refer to their calendar years. For example, '2020' on Employee Head Count refers to the start of January 2020.

Section 1: Key Performance Indicators

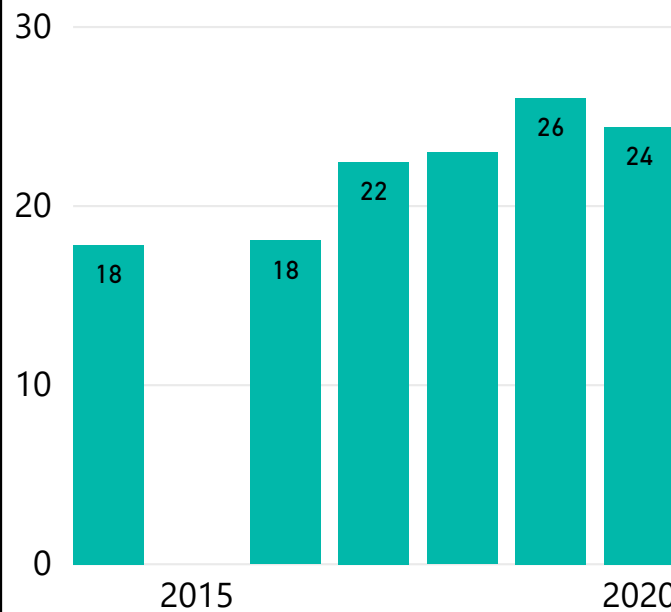
The following measures provide insight into the delivery of our purpose and key policy requirements. They are published annually and comprise of:

<u>Measure</u>	<u>Frequency</u>	<u>Last Updated</u>
Size of the estate	Annual	October 2019 (2019 Natural Capital Account)
Extent of self-finance	Annual	Not updated for this scorecard - not yet included
Visits to whole estate	Annual	March 2020
Public and staff safety	Quarterly	September 2020
Total calculated natural capital value	Annual	October 2020 (2020 Natural Capital Account)

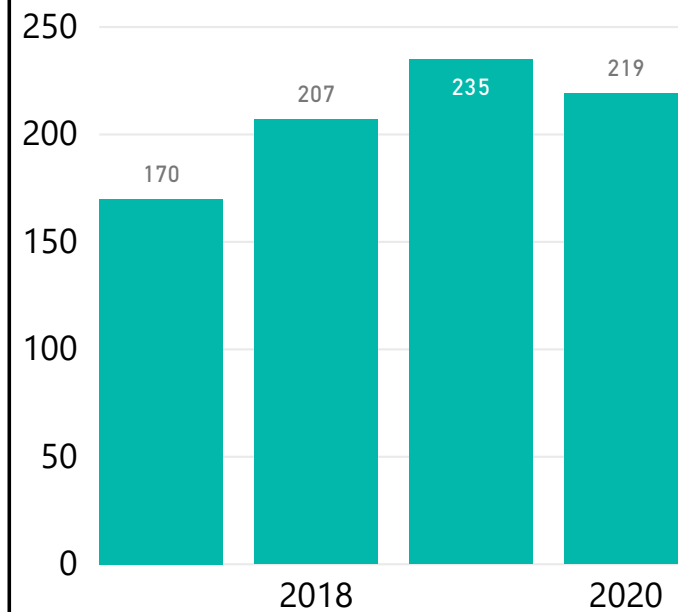
Size of the estate



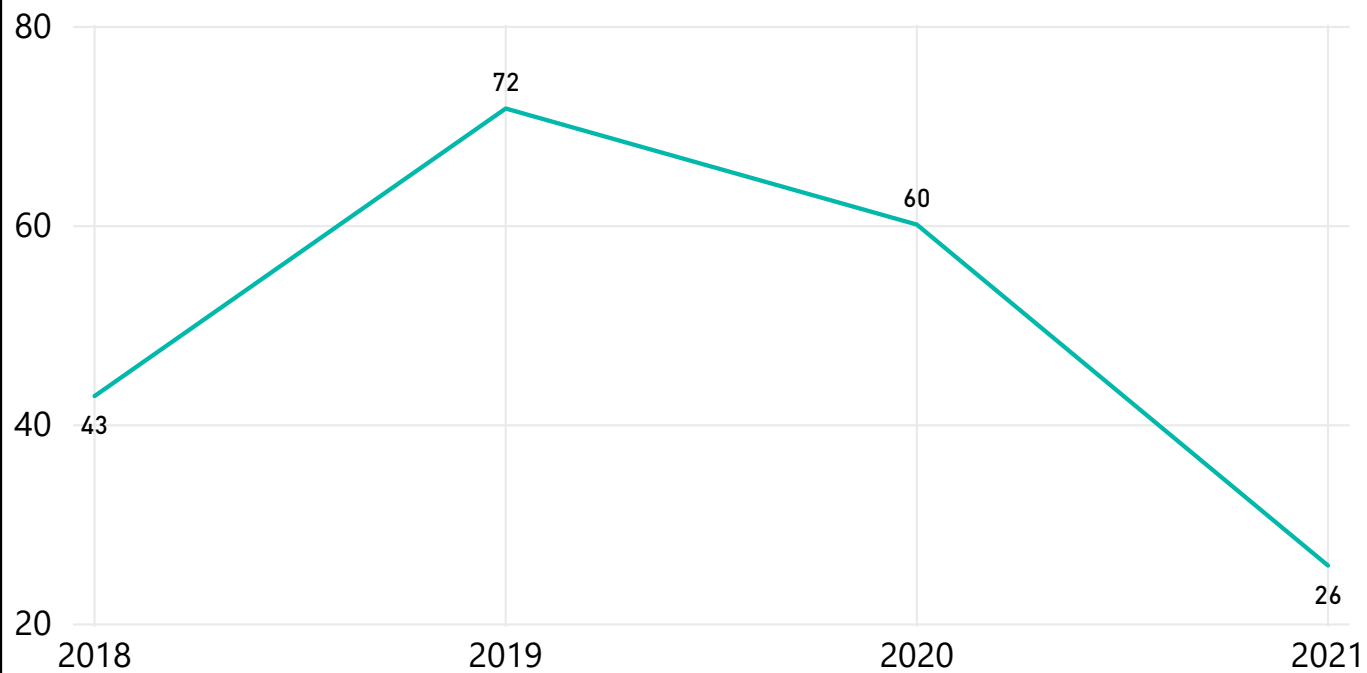
Total Net Natural Capital Assets by Year (£b)



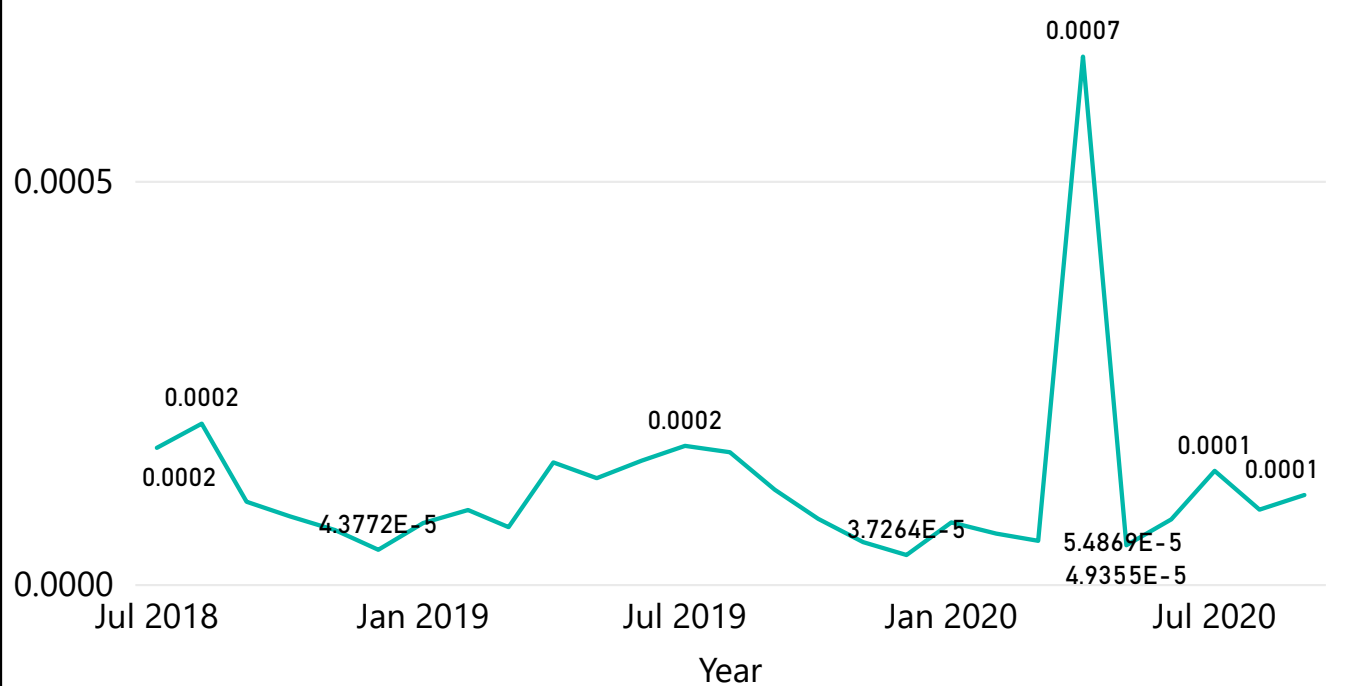
Estimated Total Visits to Whole Estate (m)



Average of Staff Accident Rate (per 100,000 hours)



Public Accident Rate (% of visits that record an accident)



Section 2: Strategic Measures

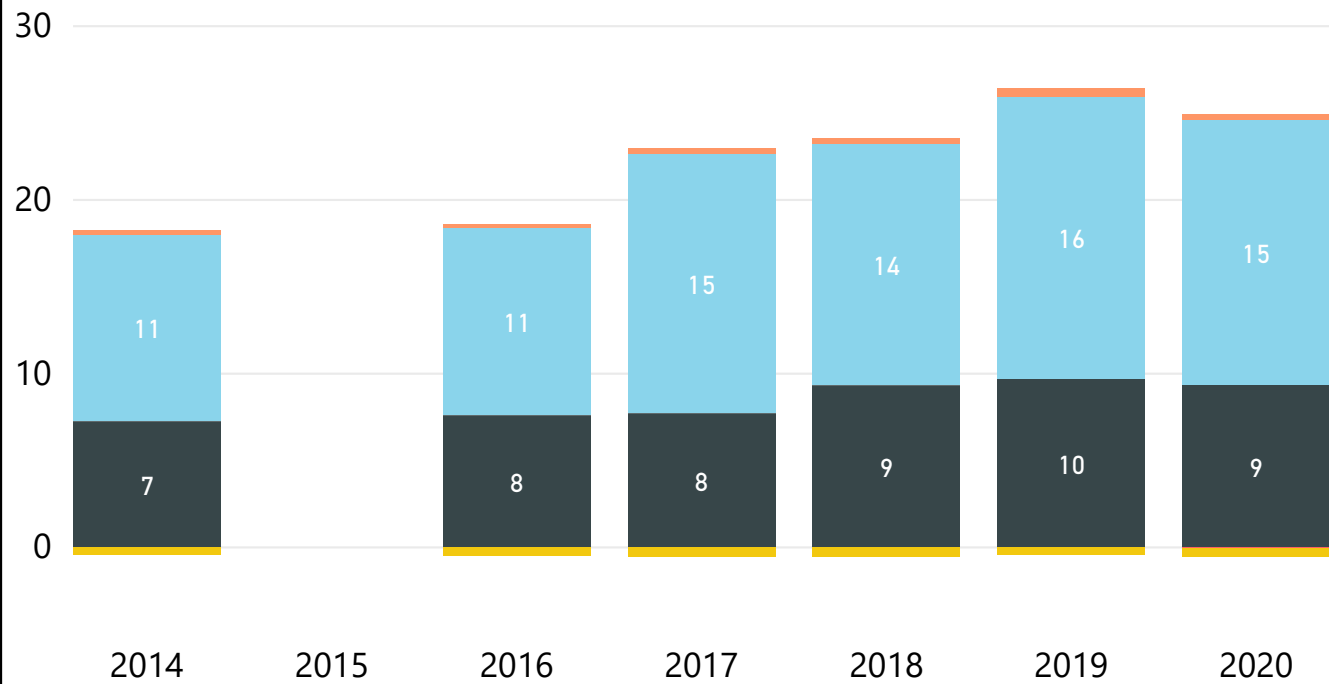
The following measures provide insight into the delivery of medium term strategy (under development as the 5 year Plan). They are presented quarterly and comprise of:

<u>Measure</u>	<u>Frequency</u>	<u>Latest update</u>
Breakdown of natural capital value	Annual	March 2020
How people engage with the nation's forests	Annual	October 2019
Diverse people	Annual	October 2019
Public awareness	Quarterly	September 2020
Net Promoter Score	Annual	March 2020
Diverse forests	Annual	March 2020
Employee turnover	Annual	June 2020
Employee absence	Annual	June 2020
Employee headcount	Quarterly	June 2020
Visits to the nation's forests (hubs)	Quarterly	September 2020 (still awaiting some final numbers)
Membership	Quarterly	September 2020
Timber production	Quarterly	September 2020
Volunteer work years	Quarterly	September 2020

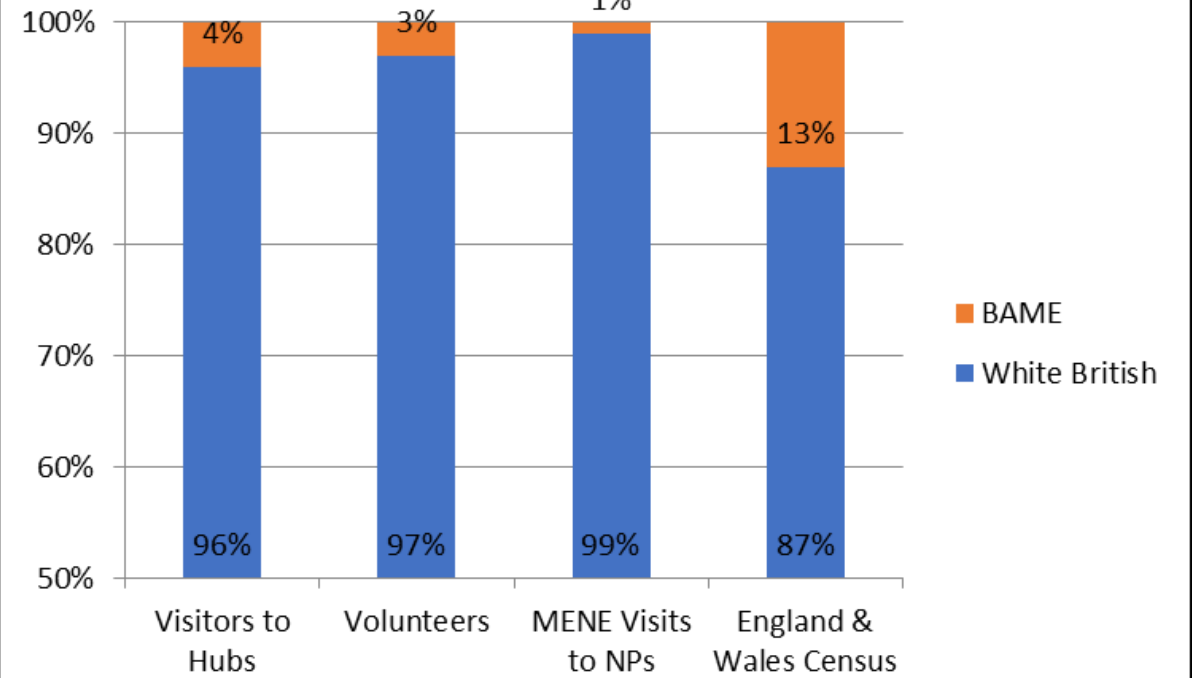
Through the evolution of this scorecard the measures will be presented through the strategic objectives

NCA Value Breakdown by Year (£b)

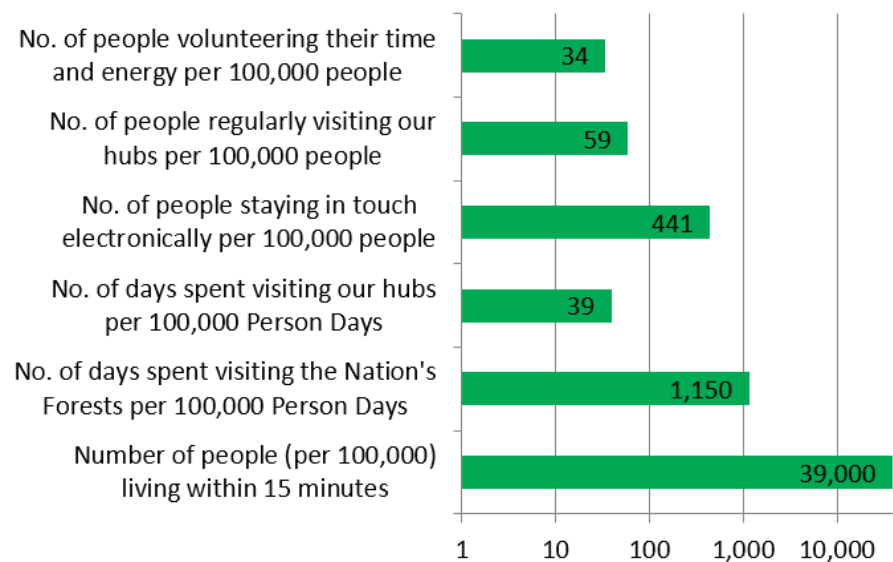
Minerals Carbon Sequest... Food Maintenance ... Plant & Seeds Recreation ... Timber



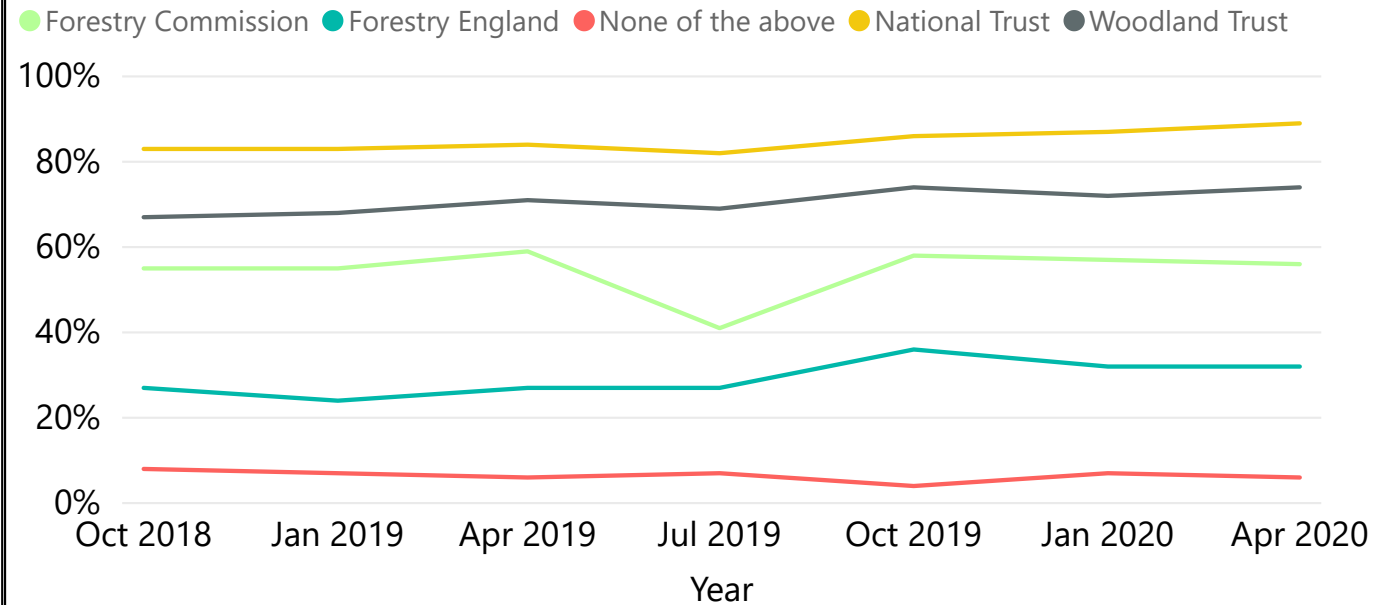
Ethnic Diversity of Connected People



Connection Choices

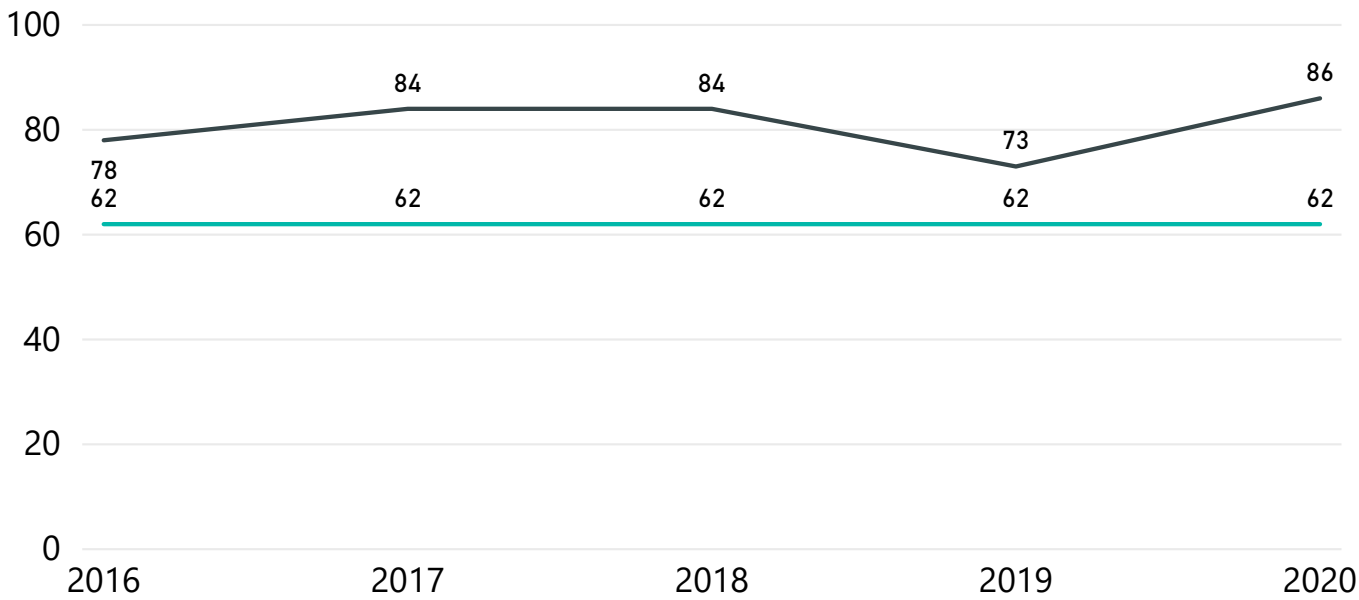


Awareness of Leading Land Managers in UK

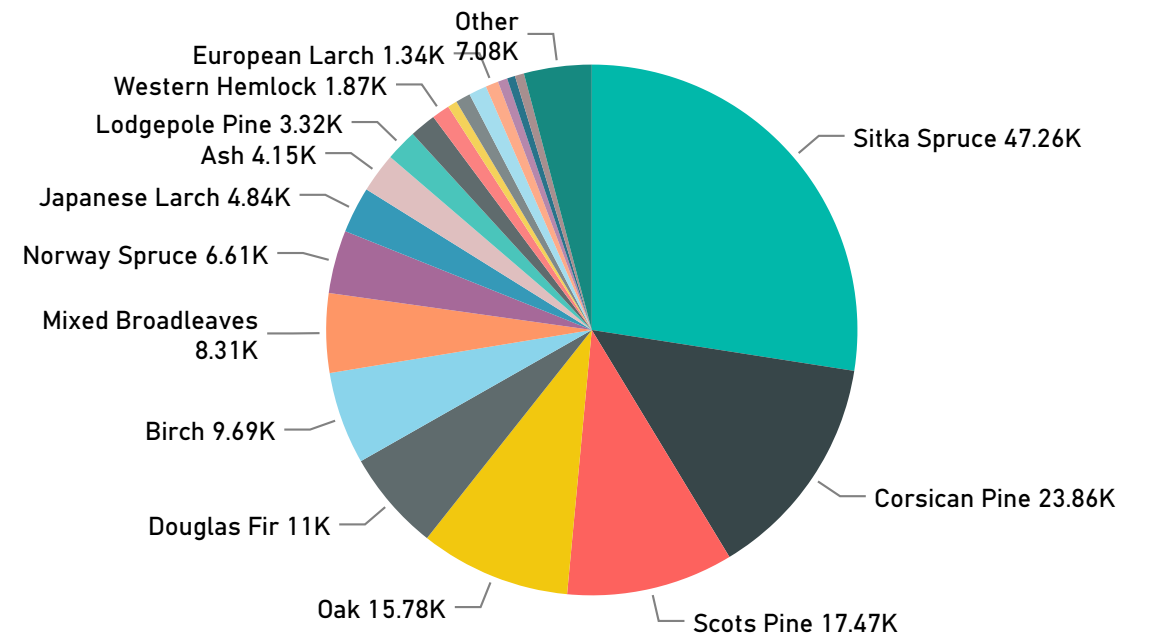


Customer satisfaction: Net Promoter Score - 23 Main Hubs

● Department/Specialty Stores (Highest ave scoring In... ● 23 Main FE Hubs

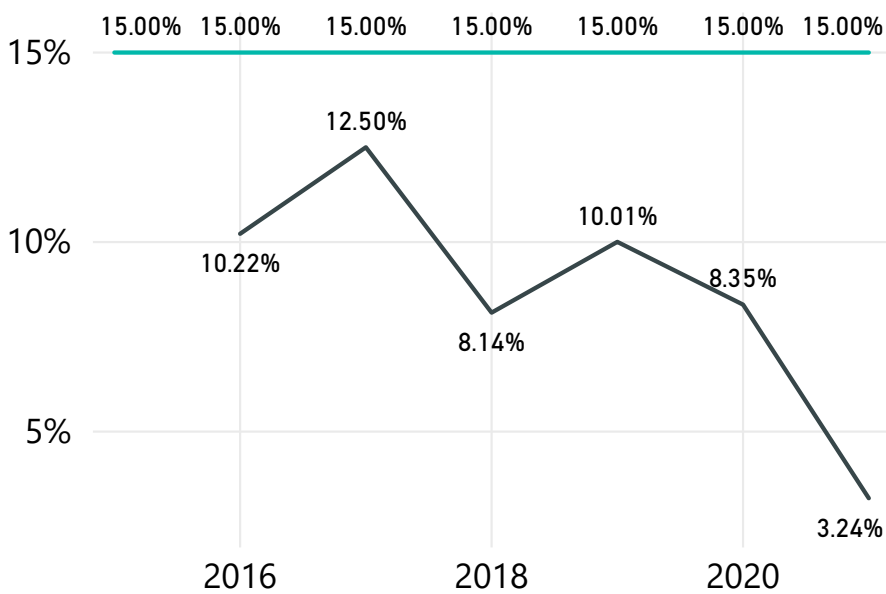


Diverse forests - Tree species Diversity



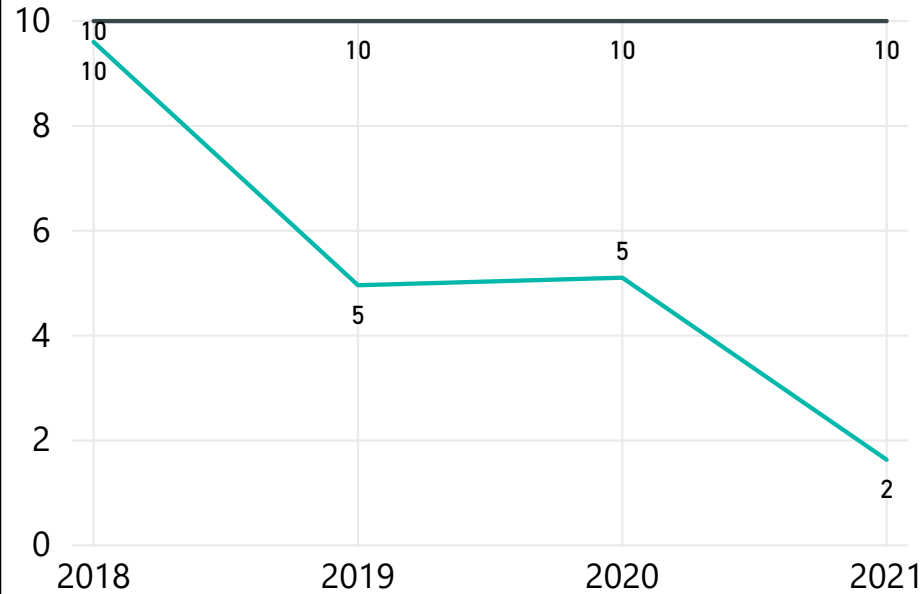
Employee Turnover

● UK Average Turnover ● Turnover Rate



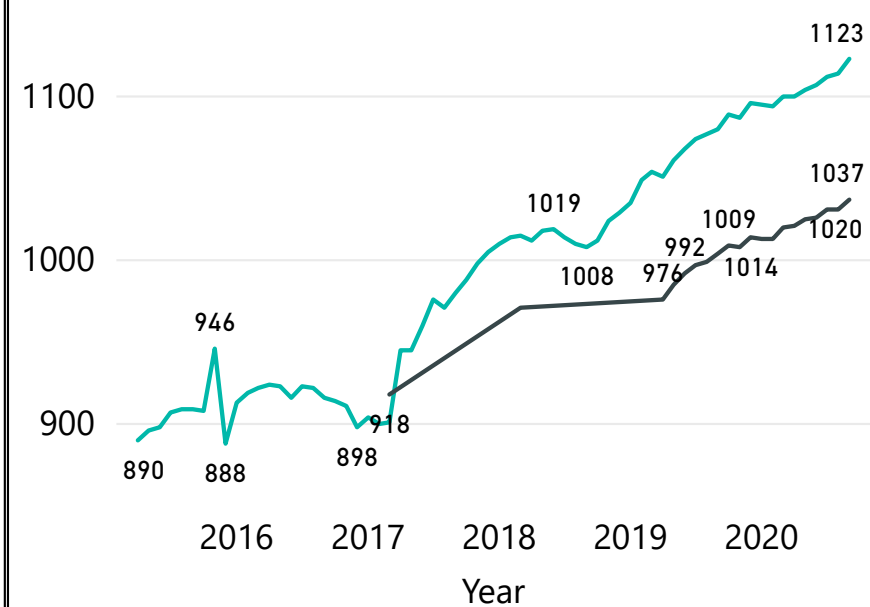
Employee Absence

● Sick Days per Employee ● Average of Public Se...

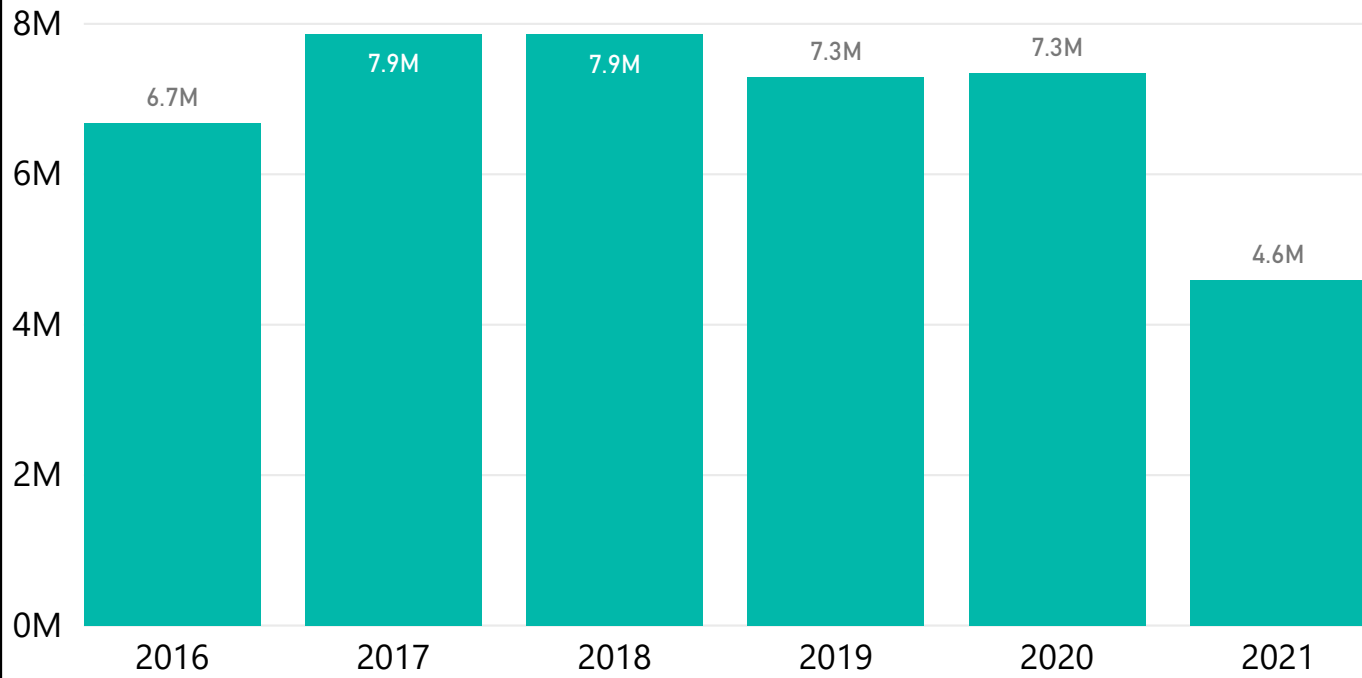


Employee Head Count and Total FTE

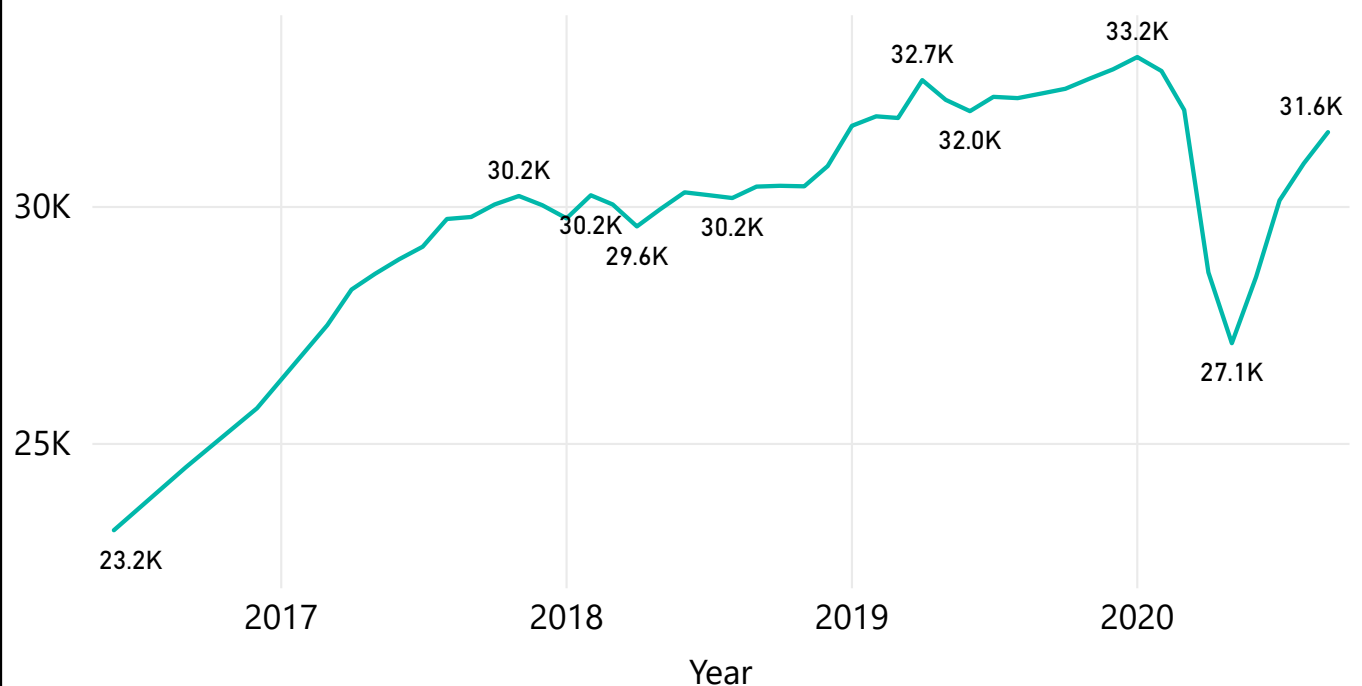
● Staff Head Count ● Total FTE



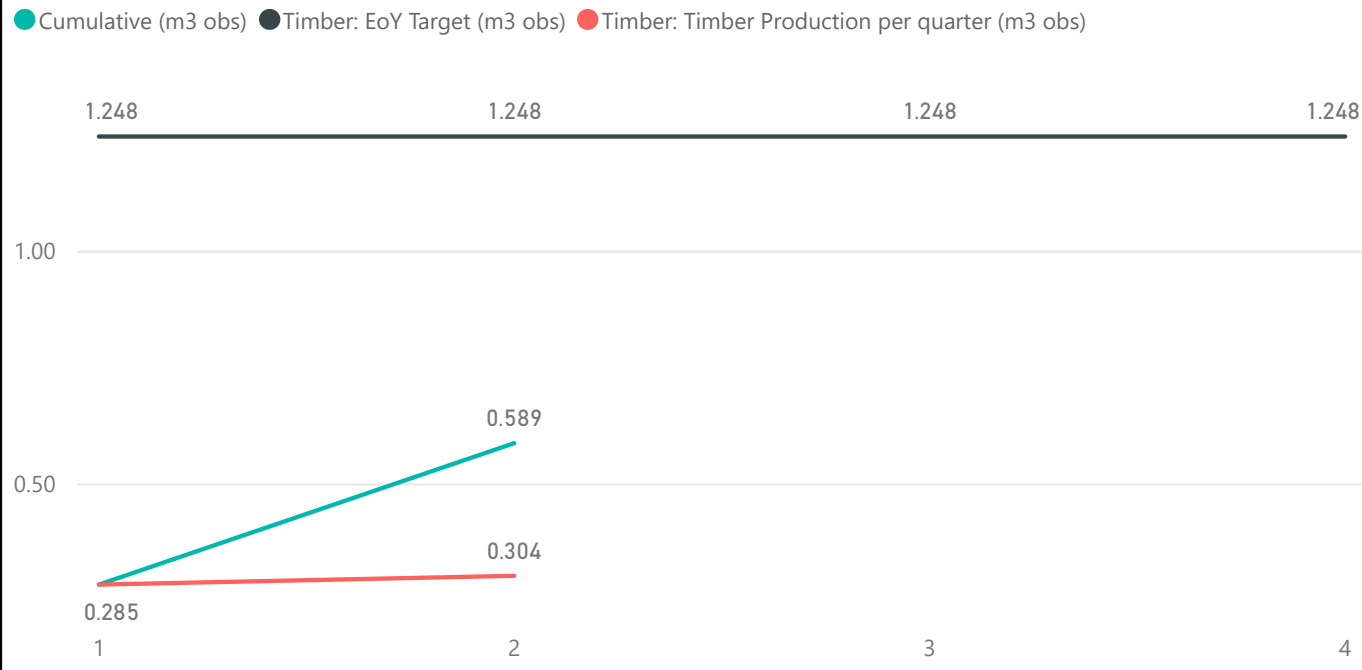
Esitimated Visits to Hubs by Year



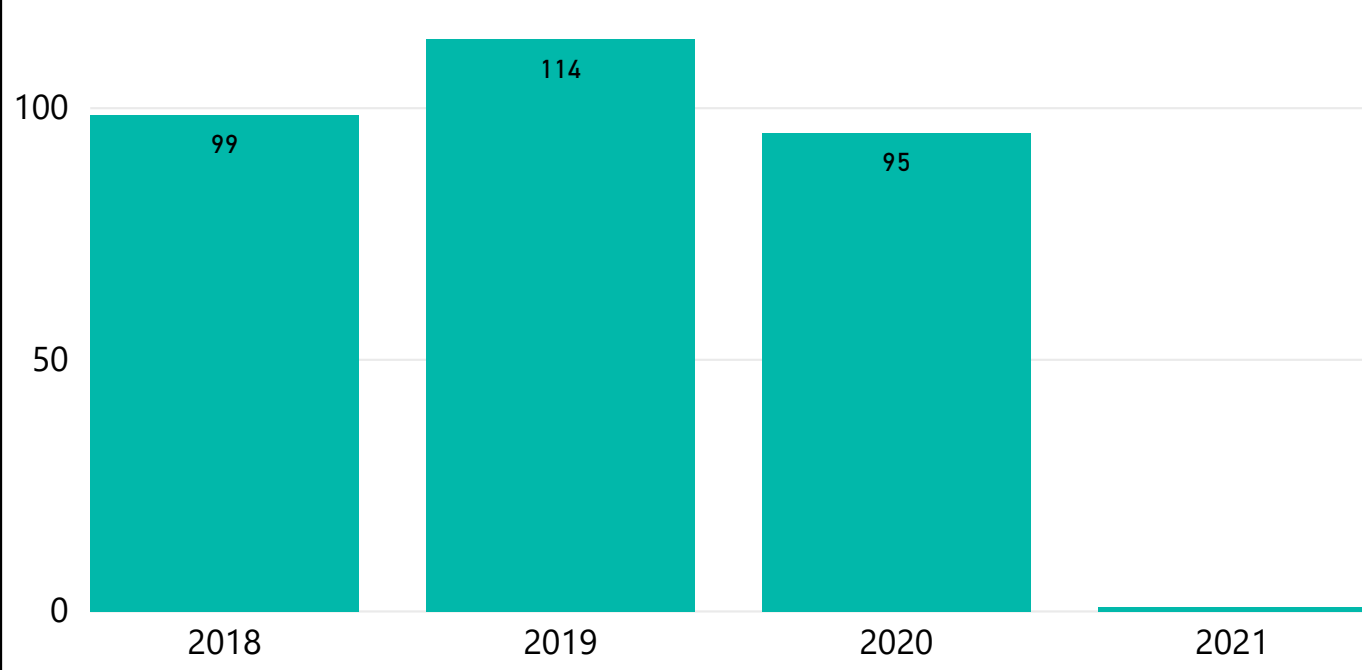
Local Membership



Timber Production



Number of volunteer work years by Year

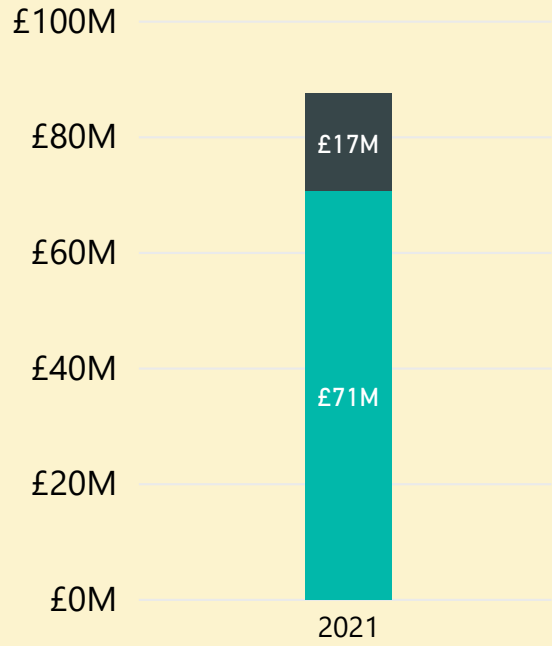


Additional measures:

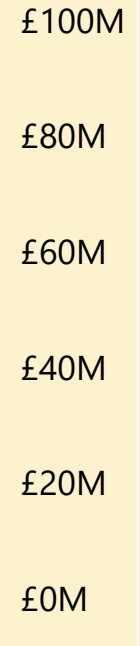
The following measures have been included in previous scorecards and so are included here for information.

They may or may not be included in future versions and consist of financial measures. The measures are updated to then end September 2020.

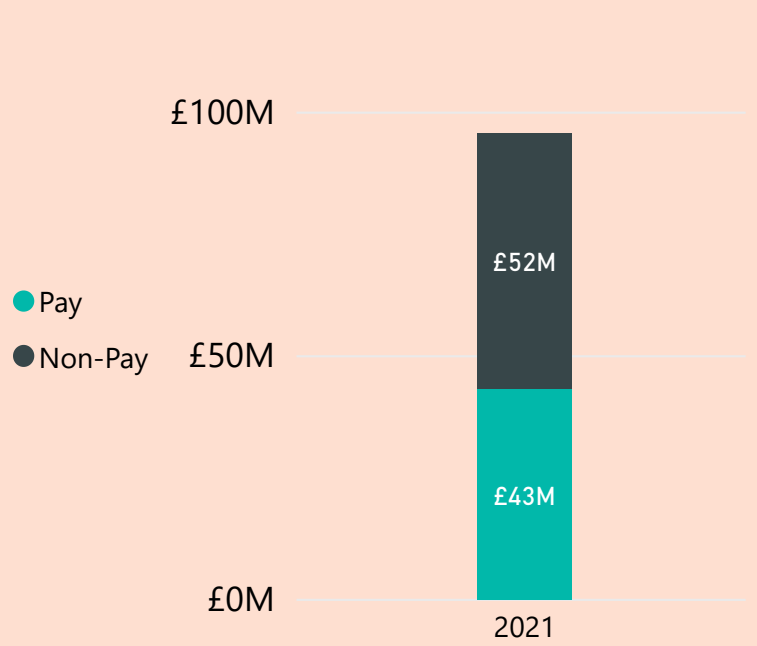
Income: Budget



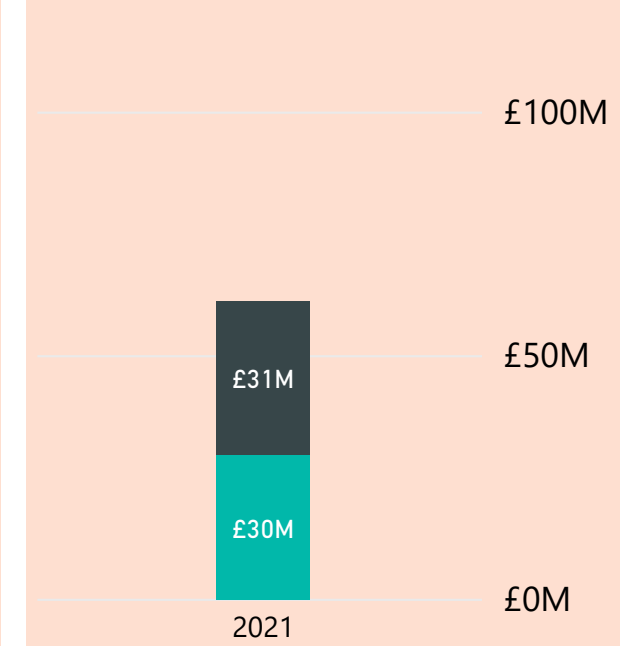
Income: Actual



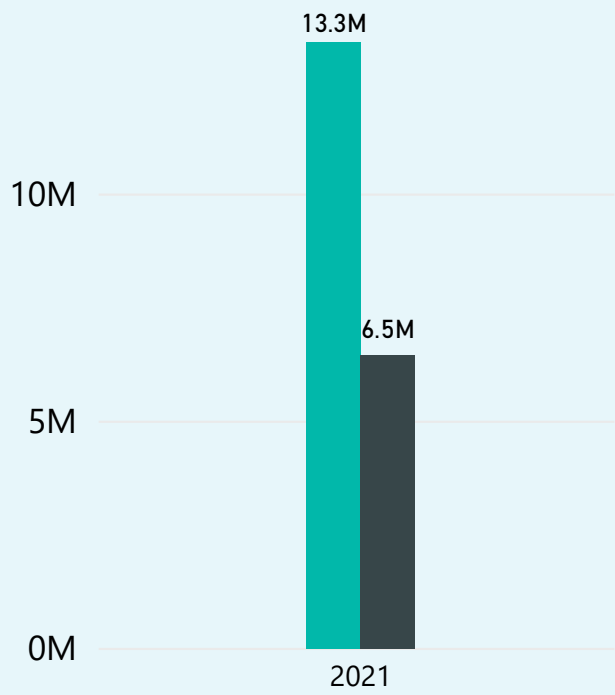
Expenditure: Budget



Expenditure: Actual



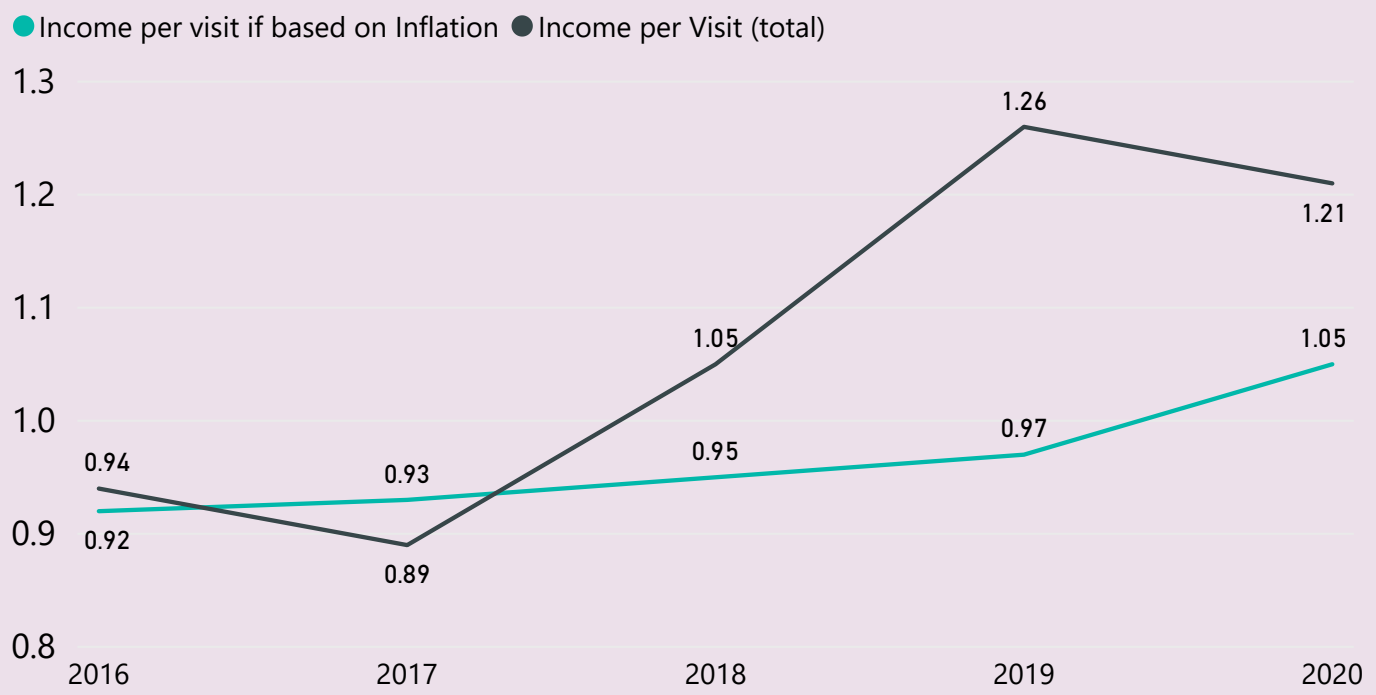
Capital Expenditure (£)



Capital Receipts (£)



Entrance Income per Visit (£)





08 December 2020

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



08 December 2020

Paper Title: Forestry England Business Plans

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**

Agenda Item 4 Forestry England Board Dec 2020 Paper 4.1/Dec20

BOARD PAPER

Paper Title: FC ARAC 26.11.20 note for Forestry England Board

Author/Presenter: Julia Grant

Paper Requirement:

Decision Required	For Approval	For Steer	Official/Commercial Sensitive
		X	

Content

FC ARAC 26/11/20

Today we held the first meeting of the combined FC ARAC, bringing FE/FS and FR into one meeting. There was a substantial change in membership from the change in format of the ARAC and new members joining.

The agenda focussed on three elements

1. The transition process to the new ARAC
2. Audit and Accounts
3. Governance and Risk.

1) Transition

Judith Webb Chair of FR ARAC joined the meeting to provide continuity and insight to aid the transition. She advised members to keep a watching brief on three issues, ensuring there is awareness of the role of the devolved administrations in FR's work, being aware of the different business and IT systems which FR operates and obtaining assurance on those and making sure that FR ARA timescales were not delayed by the FE and FS process which takes longer. There was a discussion about the process for setting the ARAC agenda and the committee gained assurance that FR was fully involved in this with an opportunity to raise relevant issues for discussion.

The Committee considered the TORs for the new ARAC and gave broad approval, recognising these would be reviewed after one year, as agreed. JG to take up one or two finessing points outside the meeting and then a revised draft would be endorsed by circulation and then presented to the Board of Commissioners for approval. It was noted that non-exec members had a dual responsibility to inform and give insights on discussions related to their entities but also to provide oversight across FC. A briefing meeting would be set up to establish a baseline understanding of each entity.

FC ARAC note of meeting 26.11.20

The Committee thanked Judith for her contribution to the FR ARAC and Judith thanked MN and JP for their open and effective ways of working and Mary Barkham and Shireen Chambers for serving on the FR ARAC.

2) Audit and Accounts

Internal audit reported on progress year to date. There were no new reports with limited assurance and progress on follow up actions continues to improve. The review of risk management received substantial assurance. ARAC agreed to defer some items due to staff shortages.

The report on external audit planning was at outline level only as COVID related delays have prevented the production of the full audit plan. There was a discussion about the timetable for approval of the annual report and accounts. Members and staff expressed concern that the roles of ARAC and boards should be made clearer and the schedule must allow sufficient time for necessary approvals to be given in an appropriately considered manner. Management will review the timetable of approvals with a view to producing an integrated schedule highlighting where ARAC input is needed.

It was agreed that a teach-in on the complex issue of IFRS16 Lease Accounting would be beneficial for non-executives.

3) Governance and Risk

This was a full discussion to bring new members up to date with the strategic issues behind the risk registers and to allow full understanding of key and emerging risks. There was a full discussion around staffing issues, pay awards and funding pressures and also of emerging risks related to Brexit e.g. port inspections. Tony Hutchings gave a deep dive presentation on the FR Science and Innovation Strategy and the related challenges with cross border working.

Anti-fraud work is progressing well, and there is extensive work being done on the Departmental Security Health Check which will be shared with ARAC when further advanced. Judith Webb mentioned that FC needed to be careful to balance managing this risk with remaining accessible to external stakeholders.

Under AOB, Steve Meeks reported back on VAT management and confirmed that good management systems were now in place for recording and managing VAT within FE. The ARAC also thanked Peter Morland from NAO for his contribution.

The non-execs met with Internal Audit, NAO and EY after the meeting and the discussion focussed on how to get the appropriate level of detail and insight into risk registers while making them accessible. Chris Simpson will share some bespoke solutions with management and NAO and EY were invited to feed in any good practice.

Julia Grant
FC ARAC Chair

27/11/2020



Item 5

Forestry England Board December 20

Paper 5.1/Dec20

Paper Title: Forestry England 5 Year Plan 2021-2026
Author/Presenter: PK Khaira-Creswell, Director of Corporate Affairs
 & Mike Seddon CEO Forestry England

Paper Requirement

Decision Required	For Approval	Steer required	Information Only	Commercially Sensitive
		X		

Purpose and Recommendations

This paper presents the developing 5 Year Plan with this very early draft for engagement and comment. Planned publication remains on track for spring 2021.

Introduction

This plan sees us align our work, delivered through our strategic objectives, as our response and the contribution the nation's forests can make to solving some of societies' biggest challenges and demands: people and wellbeing, nature crises, and climate emergency. Many of the aspirations and intentions we have set out in this plan will be started and then deepened over the coming decades and in the realisation of future plans. We will use this plan to show how we are making a tangible difference to move forwards across these areas.

To have a plan that starts to come alive in the business rather than gathering dust on a shelf, this plan has been boiled down to cut through the 'corporate noise' wording that can get in the way of doing this. Anyone should be able to pick it up and know what is important to us and how that is shaping what we do.

This early draft has built on your comments as well as getting extensive engagement from the Executive team and the Senior Leadership Team to further refine the content and stretch identified.

As you will know, this is the first strategy document launched as Forestry England, it is planned for publication from April 2021. It is launched into a post Covid world, Brexit and the England Tree Strategy.

Discussion

This draft (annex 1) aims to keep the confidence, ambition, aspiration and inspiration we discussed in the shaping sessions. The aim was to be focussed on the messages we want to convey about our onward journey and priority and context to our delivery. The plan would be to



evolve this outline draft in line with your comments and craft a final draft (returning to Forestry England Board in February) with clear, accessible and meaningful language.

The challenge has been to create something in this early draft that manages to navigate the space between being authentically Forestry England, but also pushes us forward, and into new spaces, that feels exciting and challenging.

This version sets out the messages, but the language, design, layouts will all be refined as we evolve it following your input at the December meeting.

The plan continues to use the supply and demand approach set by the Board from the start, defining a problem our work is seeking to solve and identifying where we can have the greatest impact.

The plan must ‘think beyond Covid’, to build on what we have learned without making the next 5 years only about this factor. This has been a major part of our challenge in 2020 and the financial stabilisation and recovery work continues. Other major external factors/issues such as Brexit, England Tree Strategy, COP 26 (UK host in 2021) will start to emerge as some of the big picture influences on how we talk about the environment in England. We want this plan to be clear and bold enough to manage to speak to those with impact.

The Board and the business are very much aligned in asking for a plan that is clear about the direction and what our aspirations are as well as having clarity on what the targets and measures will be associated with the plan.

As steered by the Board the plan has been designed to push for excellence in business as usual and commitment to continual improvement as well as being bold in the areas we want to identify as stretch areas, often new areas or where we are looking to make a step change.

The draft strategic performance scorecard you will find attached at annex 2 has been included so that you can see how we are taking an integrated approach. The scorecard document is being developed alongside the plan so that the relevant implementation and tracking for impact is in place at the outset.

The scorecard shows our aspirations set out in the 5 year plan against performance delivery in relation to relevant targets identified and benchmarks within the key areas of people, wildlife and climate as well as those related to our people and our financial and commercial objectives.

This approach also enables the board to see the detail that sits behind the plan without crowding or diluting the plan itself.

Discussion questions for the Board



- 1) comments and thoughts on the plan?
- 2) Specific comments on the targets and measures and dummy scorecard approach for how we will manage the plan and track impact made.

Next Steps

Following this meeting, we intend to follow the broad timetable below:

December	Forestry England Board steer to get to final draft paper ET further draft engagement and agreement
January	Final draft plan with Forestry England senior leadership ahead of Board sign off
February	Forestry England Board sign off
April	Plan start date - 1st April 2021- communications launch internally and externally supported delivery

Resource implications

The 5-year plan affordability and outcomes will be developed and contained within the business planning process. Corporate Affairs Project Team: John Stride, Rachel Mackintosh and Florence Greenland.

Risk Assessment

No organisational risk associated with this proposal at this time.

Equality Impact Assessment

Equality impact will be assessed prior to final sign-off.

Communications

Internal and external communications planning is being developed alongside this document.

**PK Khaira-Creswell - Director Corporate Affairs Forestry England &
Mike Seddon Chief Executive Forestry England**

Annex 1: Early draft 5 year plan

Annex 2: Draft strategic Performance scorecard

Forestry England 5 Year Plan

April 2021 - March 2026



Joint Foreword: Chief Executive/Chair

(These will be developed in more detail)

Chair

- First strategy of the next 100 years as Forestry England
- Journey to national treasure (subtext)
- Recovery and a positive contribution post Brexit and Covid-19

Values

- People, Nature and Timber
- Public benefit delivered by a strong resilient, income generating organisation, reinvests in the national asset

New CEO, first strategy- strong start to outstanding organisation

- 25 year plan and England tree strategy, tree planting ambitions, our organisational values
 - Reference to three areas: Climate / People / Wildlife
- National asset of importance - do so much for the environment, timber production, for mental and physical health, for culture, for communities, for tourism
- forests are a public democratic space for everyone

Forests care for us. Together we care for forests.

For over 100 years, we have been growing, shaping and caring for the 1,500 places that make up the nation's forests for the benefit and enjoyment of all, for this generation and the next. The nation's forests came into being because of a timber shortage and the deforestation that war and centuries of industrialisation had placed on our landscapes. A century on we still need timber, while the needs of society have broadened, and today we look to our trees and forests to play a central role in meeting challenges of climate change, soil stability and flood water management. The nation's forests have become a haven for wildlife in the country and are recognised as a natural outdoor resource for activity and human wellbeing, connecting people to our natural heritage.

The nation's forests and Forestry England are all about delivering public benefits for all. With your help and support, we care for more land and trees than any other organisation in England.

Insert montage of photos to illustrate the following captions:

- Shaping landscapes for people,
- Arts and culture
- wildlife and timber.
- We have built over 1,800 miles of walking, running, and cycling trails.
- The nation's forests supply England's largest supply of sustainably sourced timber
- The nation's forests provide the homes of millions of plants and animals.
- Adventure and risk
- Ecosystem services, stabilise soil, lock carbon, slow flood water, cool cities, clean air

This plan sets out the journey for the nation's forests and Forestry England for the next 5 years.

5 years in the life of a forest is a blink of an eye, and yet we are excited about the impact we can make through everything we do and specifically against the three areas of focus set out in this plan.

In the lifespan of this plan, we are reaching further in every part of our business for people, for wildlife, for economy, and to make our organisation more resilient:

- We will welcome more people from across all society into our forests, to connect to our shared natural heritage, enjoying all the nation's forests have to offer;
- We will sustain and restore thousands of hectares of wild spaces where wildlife can thrive as a part of a rich ecosystem;
-
- We will create more woodland and expand the nation's forests, delivering more for people, wildlife and climate mitigation;
- We will invest in our expert people; deliver our work with the safest standards; strengthen our work with partners; and improve the finances that underpin our delivery; and,
- The nation's forests will continue to be externally accredited to international sustainability standards, producing timber and supporting local economies.

The Plan

We are ambitious about our first chapter as Forestry England:

We have identified key strategic destinations for our organisation to really thrive and be ready for the next century of delivery. We call these our strategic objectives; they drive all that we do:



The focus areas identified in our plan help us to deliver on these strategic objectives that describe the most important things we want to do.

Our areas of focus are built around people, wildlife and the climate, identifying how we will continue the work we do today with excellence, and where we will expand our reach and target our resources to enable delivery of greater benefits from the nation's forests.

The enthusiasm, skill and professionalism of our people, underlies everything we do; securing our financial sustainability and bringing to life the expanding benefits of the nation's forests. Our dedicated people are essential to the successful delivery of this plan.

For People

Time outdoors is a necessity for all: energising, restoring, and supporting mental and physical wellbeing. We are learning more and more about the link between the positive impacts for all people, and especially children and young people to have direct experiences in nature.

The Nation's Forests have much to offer as England's single largest accessible public space. They provide adventure, fun and health for everyone that visits, as well as peaceful space for reflection and mindfulness. The nation's forests have something for everyone's mental and physical health as well as for healthy communities through individual and community level volunteering opportunities and welcoming new members. We want to see our forests enjoyed by all people reflecting the richness of the society and country we are.

We will continue to deliver with excellence - our offer to visitors:

- Great forests for people to enjoy that deliver first class customer experiences,
- Great awareness of, support for, and participation in the nation's forests and what they offer to society
- Growing lifelong relationships with forests, deepening connections through membership, volunteering and learning.

Target outcomes:

- Visit England Gold Accolade / 90% VAQAS for all hub sites
- We grow and cultivate our network of supporters across the country by XX%
- Volunteering will increase by xx%

We will focus for greater impact on:

- Reaching and encouraging new audiences and attracting visitors who reflect the richness of our society, identifying and removing barriers to access, with more people experiencing new places across the whole year.
- Improve the health and wellbeing of wider groups of people via their connection with the nation's forests through the establishment of wellbeing programmes

Target outcomes:

- Extend the reach we have across all communities that visit our forests to more fully reflect the communities we serve
- Establish a programme of green and social prescribing targeted for individual's wellbeing within the nation's forests

For Wildlife

The UK has lost more biodiversity than many other countries in the world, being ranked 189th of 218 countries assessed on a Biodiversity Intactness Index. The recent UK State of Nature report showed that 13% of species are at immediate risk of extinction from the UK.

We must act now.

The nation's forests are a national asset of unparalleled scale - critical to the country's response in this crisis for nature. The land we manage provides homes for wildlife in moors, heaths and bogs as well as forests and woodlands. Over half of England's rarest and most threatened species are found in the quarter of a million hectares that are the nation's forests. Our work helps to create healthy and natural ecosystems, and return lost species including beavers, pine martens, butterflies, voles and white-tailed eagles.

We will continue to deliver with excellence rich forest habitats:

- World class forestry standards delivering rich diverse natural habitats, high condition SSSIs, spaces for people to enjoy and sustainable timber production.
- Improving and expanding the rare and special habitats in the nation's forests through the expertise of our people and the partners we work with.
- Bringing back wildlife we have lost or are threatened in the landscapes we look after.

Target outcome:

- XX% of the nation's forest's SSSIs in favourable condition
- XXXXha of open habitat, peat and ancient woodlands restored
- We will return lost species across the nation's forests and make the land the most valuable for nature in the country

We will focus for greater impact on:

- Embracing the power of nature to provide solutions, establishing a network of wild areas within the nation's forests that lead the way in establishing fully functioning ecosystems

Target outcome:

Transform 6000ha into wild areas

For Climate

We are facing a climate emergency. The nation's forests are an important national asset in helping reduce the causes and mitigating the impacts on society and wildlife of our changing climate.

Climate change and forestry: the time for action is now

We are making sure the nation's forests have the best chance to thrive despite the climate challenges ahead of us. We put sustainability at the heart of managing the nation's forests, growing and harvesting timber in ways that support the oxygen, water and carbon cycles.

We are the largest supplier of certified sustainable timber in England. Our wood is an alternative to concrete, plastic or steel and produces everyday products such as furniture, fencing, building materials, paper, fuel and products that support the NHS. Trees and soils in the nation's forests store over 70 million tonnes of carbon.

We will continue to deliver with excellence - resilient forests and a more sustainable organisation:

- Delivering world class forest management externally certified to international sustainability standards
- Increasing the resilience of the nation's forests through this period of environmental uncertainty

Target Outcomes:

- Maintaining FSC and PEFC certification for our work
- Diversifying forest structure, species and provenance mix
- Adapting forests and their infrastructure to accommodate increasing storm, pest or disease incidence.

We will focus for greater impact on:

- Expanding the nation's forests, creating opportunities for woodland creation
- Reducing our impact and being a sustainable organisation. Forestry England commits to net-zero direct carbon emissions and zero avoidable waste to landfill/incineration by 2030

Target outcomes:

- Create 2360 hectares of new forests
- Transforming our business halving our net carbon emissions (1500 tonnes)

Our organisation - Forestry England

The enthusiasm, skill, expertise and professionalism of our people and our drive to be an outstanding organisation are critical to our ambitions. Our mission is to build and sustain an organisation that effectively and efficiently delivers high quality benefits for people, wildlife and the economy; with excellent health and safety culture; and is financially resilient for the long term. We will continue to improve, invest in, and grow our skills and leadership across our workforce and our business. Our values are an essential part of who we are and are embedded in all we do.

Our Values...

Think beyond a lifetime

We make plans today for a better tomorrow, so our business and our forests are sustainable and fit for the future.

Be adventurous

We approach challenges with creativity and adventure, embracing research and innovation to stay relevant.

Do it together

We get our best results when we work with others, and we encourage diverse perspectives, so we make better decisions.

Look out and look after

We care about our colleagues, volunteers, partners, and customers, and we take a stand against unsafe behaviour.

Our work endeavours are inherently connected to and support many other businesses across the timber, environment and leisure supply chains. The nation's forests support hundreds of forestry, recreational and other businesses that operate in and around them.

Work in the nation's forests, driven by this plan, will support this wider economic activity, creating and sustaining green jobs with a long-term future.

Forestry England has a powerful model of using its commercially generated income to finance the wide range of public benefits the nation's forests deliver. Our commercial activity allows us to multiply the public money invested, supporting us to deliver around £30 of public benefits for every £1 of public investment.

Mixing public finance with self-generated income through our timber and recreation businesses is a fundamental strength that allows such extensive and valuable benefits to flow from the natural capital of the nation's forests. Developing opportunities for increasing income generation, supported by high quality investments which support sustainable business growth will ensure these benefits continue and grow for the long term.

[Drafting placeholder - in next iteration to bring in top level corporate KPI that are reported in ARA]



Forestry England



**Strategic Performance Scorecard
2020-21 Q2
To end: September 2020**

MOCK UP TO SUPPORT 5
YEAR PLAN BOARD PAPER

Our Performance Evaluation Framework identifies 3 levels of performance evaluation for Forestry England.

This scorecard presents those measures that form the Key Performance Indicators and are reported annually along with strategic measures related to the 2021-26 5 Year Plan.

Dating conventions used in this scorecard

Dates on graphs that show figures on an annual basis refer to the year in which a financial year ends. For example, '2020' on Total Net Natural Capital Assets refers to the end of the 2019/20 financial year.

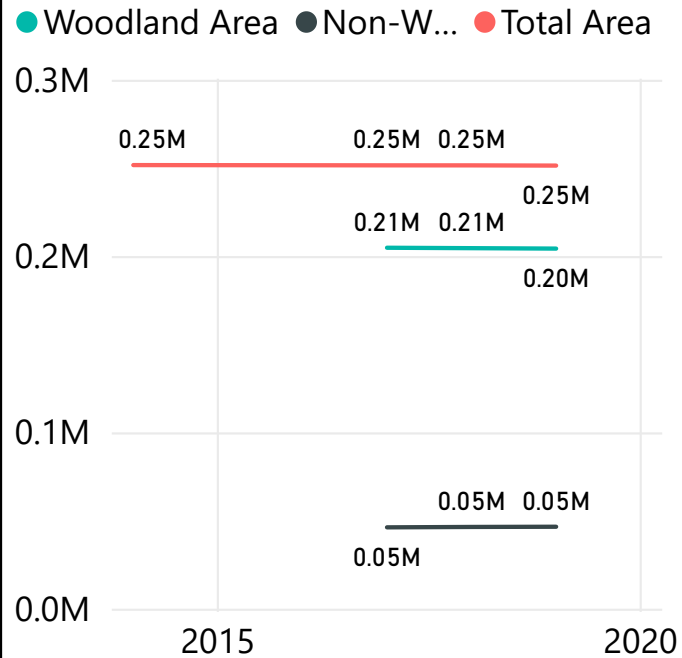
Dates on graphs that show figures on a quarterly basis refer to their calendar years. For example, '2020' on Employee Head Count refers to the start of January 2020.

Section 1: Key Performance Indicators

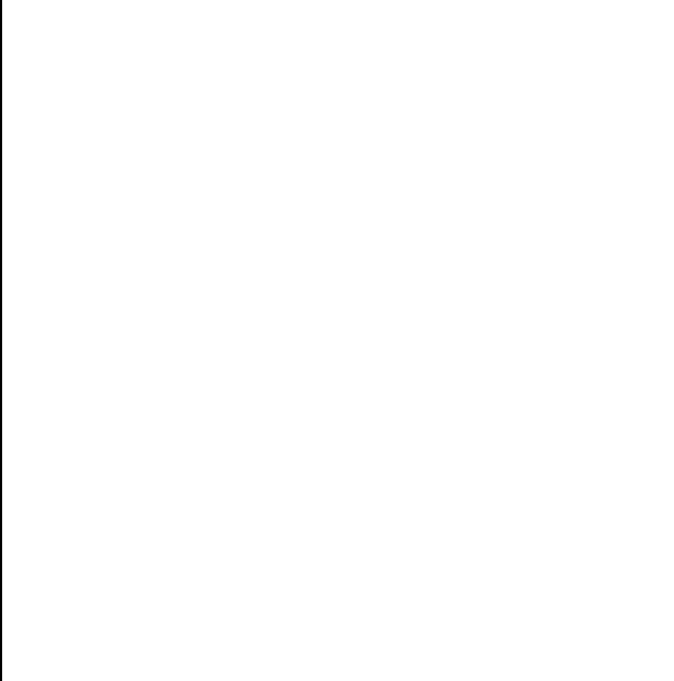
The following measures provide insight into the delivery of our purpose and key policy requirements. They are published annually and comprise of:

<u>Measure</u>	<u>Frequency</u>	<u>Last Updated</u>
Size of the estate	Annual	October 2019 (2019 Natural Capital Account)
Extent of self-finance	Annual	Not updated for this scorecard - not yet included
Visits to whole estate	Annual	March 2020
Public and staff safety	Quarterly	September 2020
Total calculated natural capital value	Annual	October 2020 (2020 Natural Capital Account)

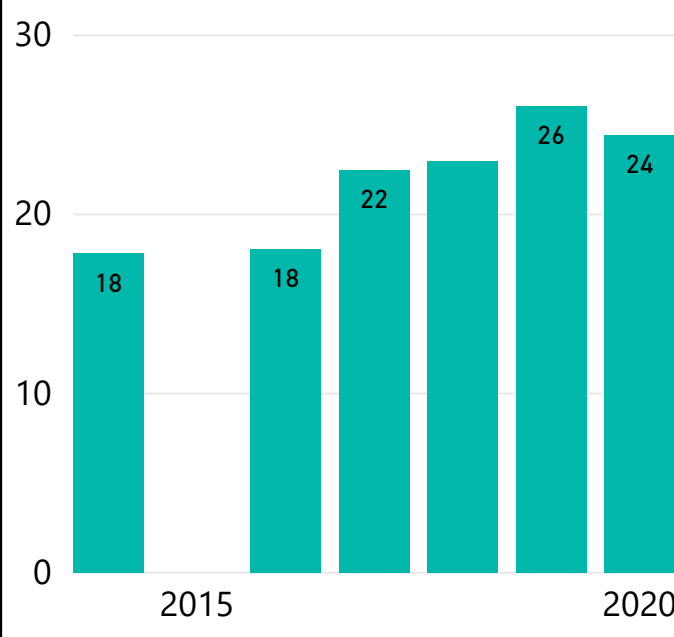
Size of the estate



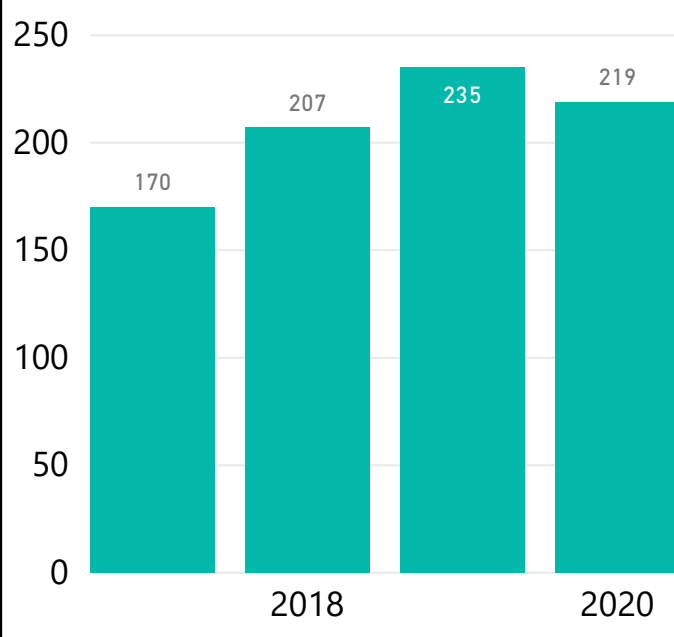
Extent of self finance



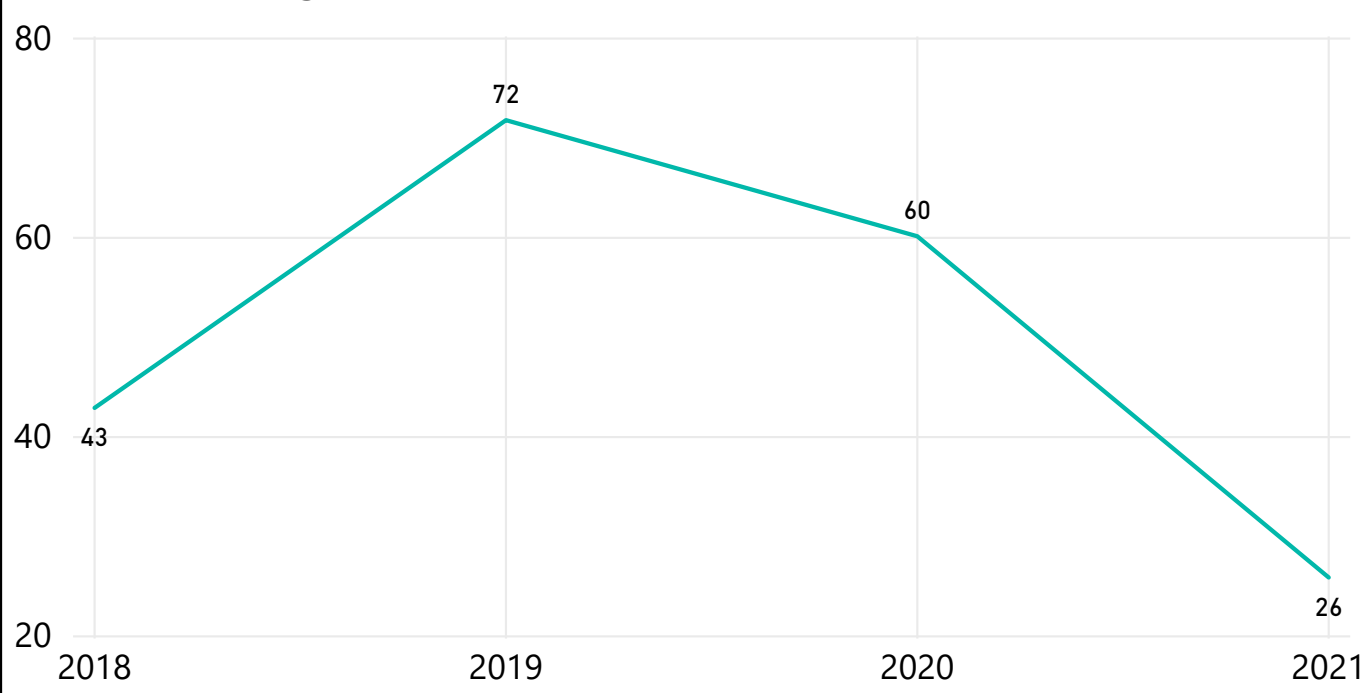
Total Net Natural Capital Assets by Year (£b)



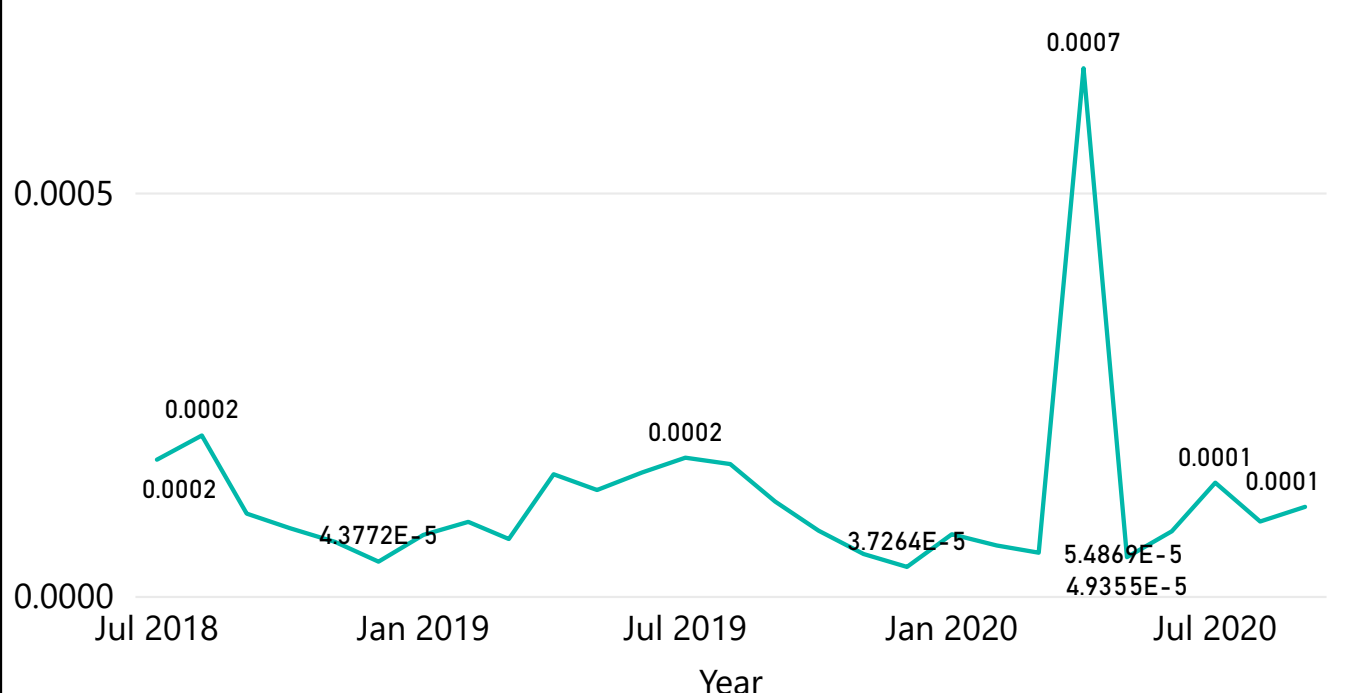
Estimated Total Visits to Whole Estate (m)



Average of Staff Accident Rate (per 100,000 hours)



Public Accident Rate (% of visits that record an accident)



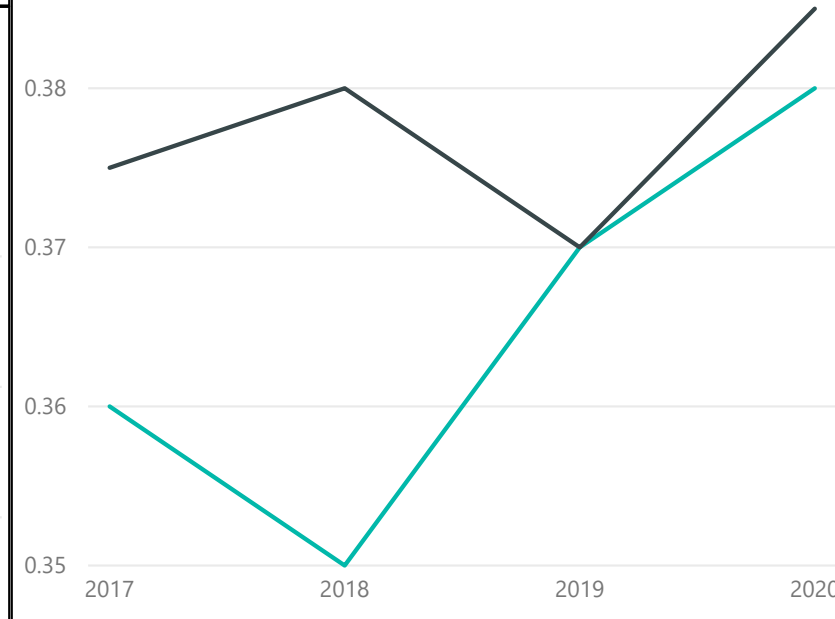
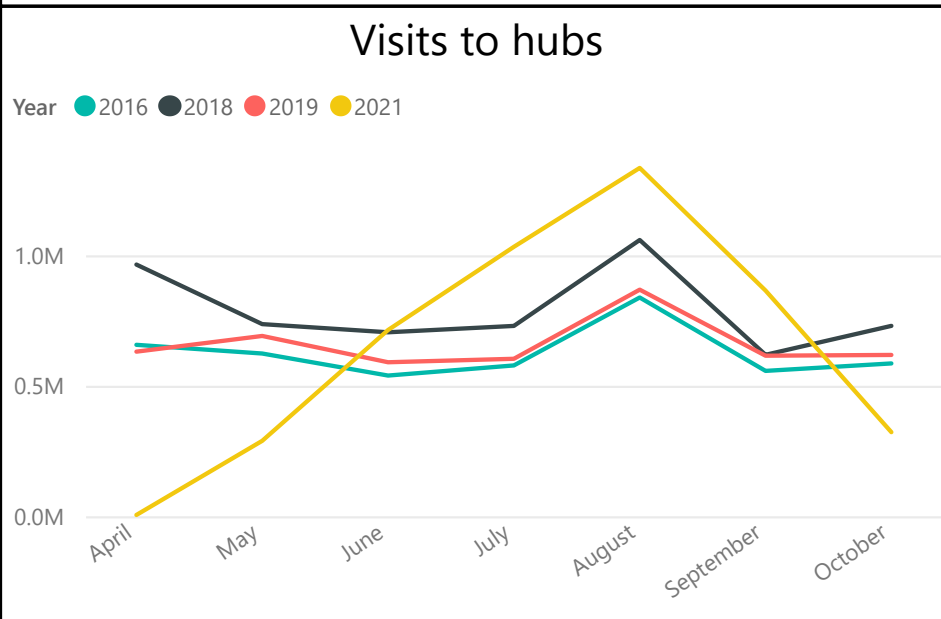
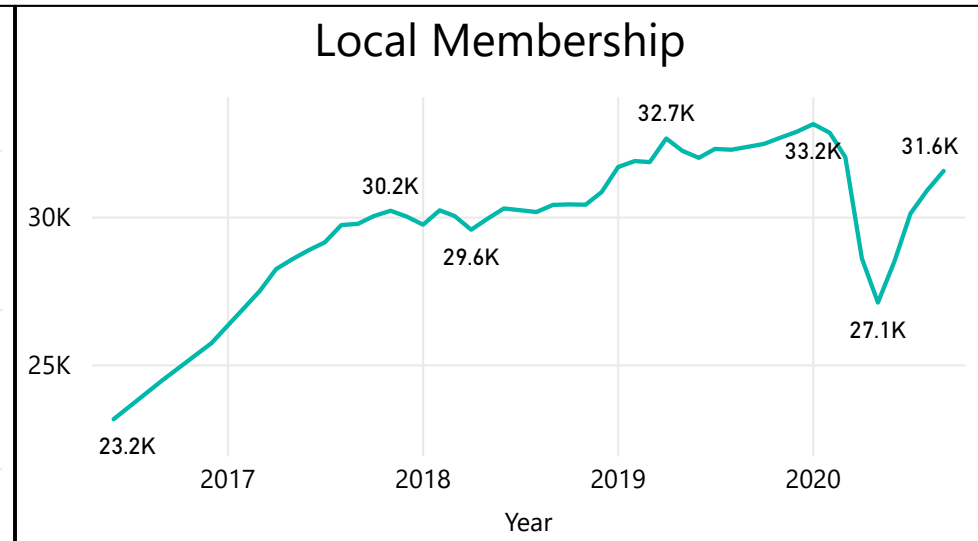
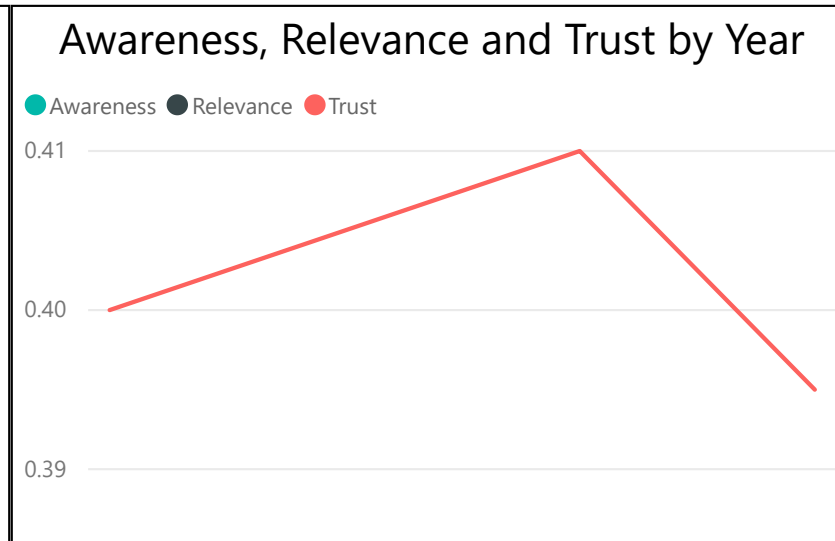
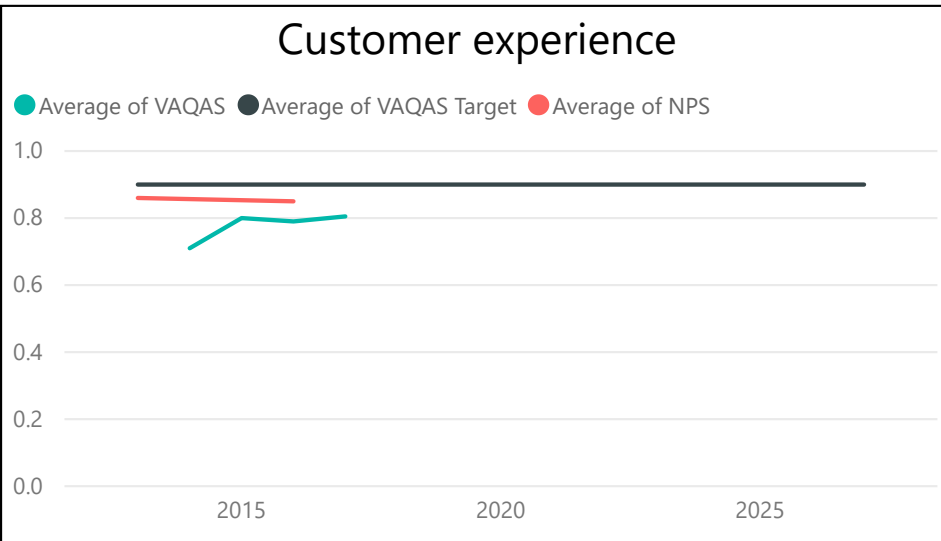
Section 2: 5 Year Plan Measures

<u>Measure</u>	<u>Frequency</u>	<u>Last Updated</u>
VAQAS Score	Annual	Spring 2020
Net Promoter Score	Annual	Spring 2020
Awareness, relevance and trust	Quarterly	Autumn 2020
Local membership	Quarterly	September 2020
Volunteer hours	Quarterly	October 2020
Diversity of supporters	TBC	
Green social prescribing	TBC	
SSSI Condition	TBC	2017
Wild Areas established	TBC	
Resilience Index	TBC	
Woodland Creation	Annual	
Net Carbon Emissions	Annual	March 2020
Total waste to landfill and/or incineration	Annual	March 2020
Employee turnover	Quarterly	September 2020
Employee absence	Quarterly	September 2020
Staff Headcount and FTE	Quarterly	September 2020
Income and expenditure	Quarterly	September 2020
Capital investment	Quarterly	September 2020
Timber production	Quarterly	September 2020
Visitor hub income per visit	Quarterly	September 2020

For People

We will continue to deliver with excellence - our offer to visitors:

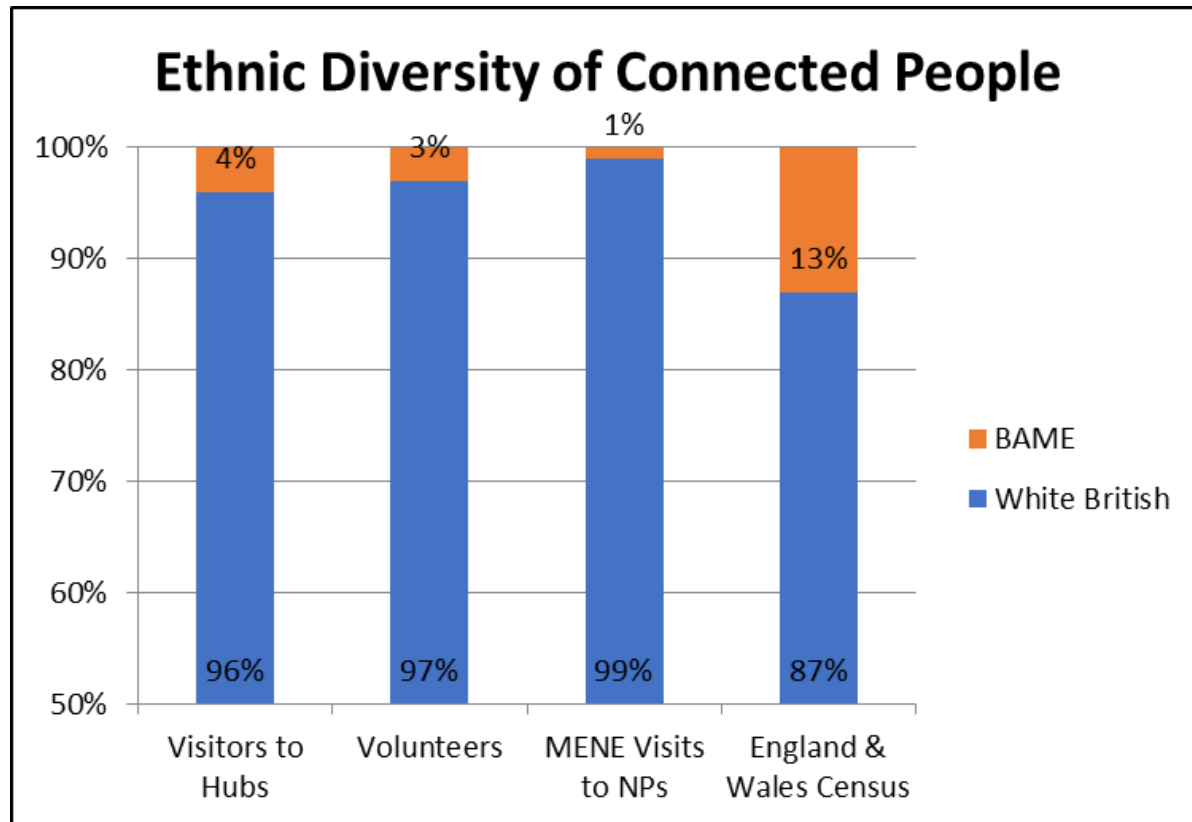
- > Great forests for people to enjoy that deliver first class customer experiences, attracting more people, to more places across the whole year
- > Great awareness of, support for, and participation in the nation's forests and what they offer to society
- > Growing lifelong relationships with forests, deepening connections through membership, volunteering, and learning.



For People

We will focus for greater impact on:

- > Reaching and encouraging new audiences, identifying, and removing barriers to access and attracting visitors that reflect the richness of our society.
- > Improving the health and wellbeing of wider groups of people via their connection with the nation's forests through the establishment of wellbeing programmes



Green Social Prescribing

For Wildlife

We will continue to deliver with excellence rich forest habitats:

World class forestry standards delivering rich diverse natural habitats, spaces for people to enjoy and sustainable timber production.



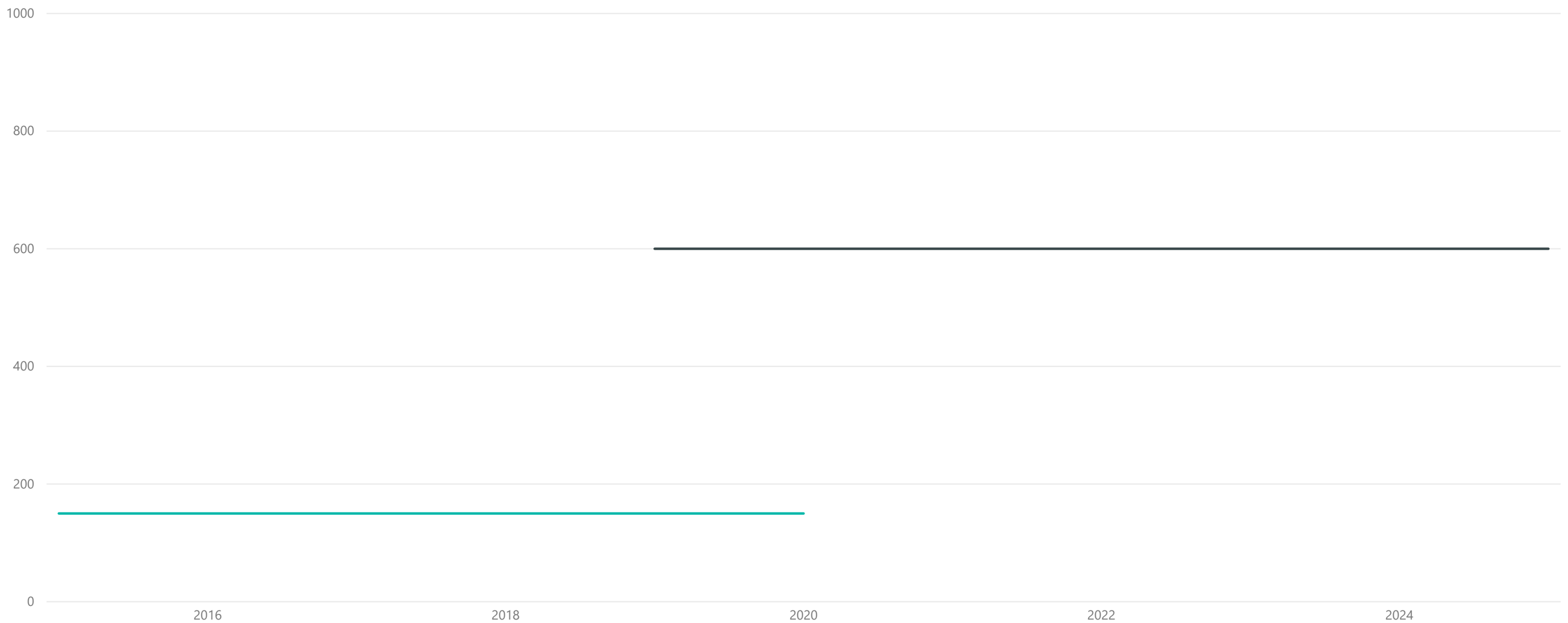
For Wildlife

We will focus for greater impact on:

Embracing the power of nature to provide solutions, establishing a network of wild areas within the nation's forests that lead the way in establishing fully functioning ecosystems

Wild forest established cumulative and 5 year wild forest target by Year

● Wild forest established cumulative ● 5 year wild forest target



For Climate

We will continue to deliver with excellence - resilient forests and a more sustainable organisation:

- > Continue to deliver world class certified sustainable forest management
- > Developing the resilience of the nation's forest through this period of environmental uncertainty

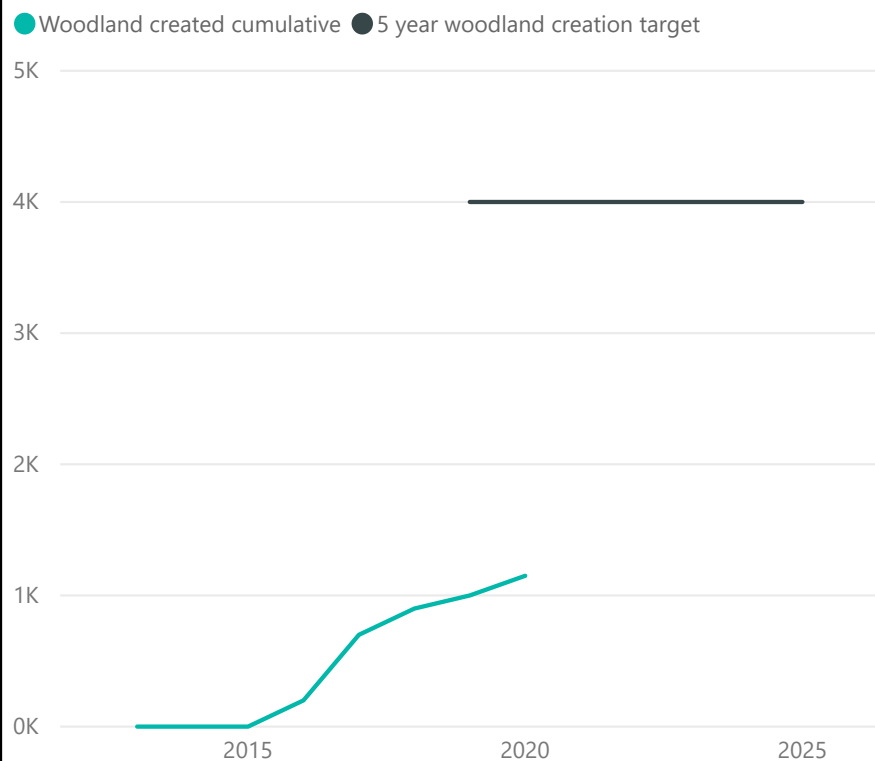
Resilience index combining extent, diversity, connectivity & condition

For Climate

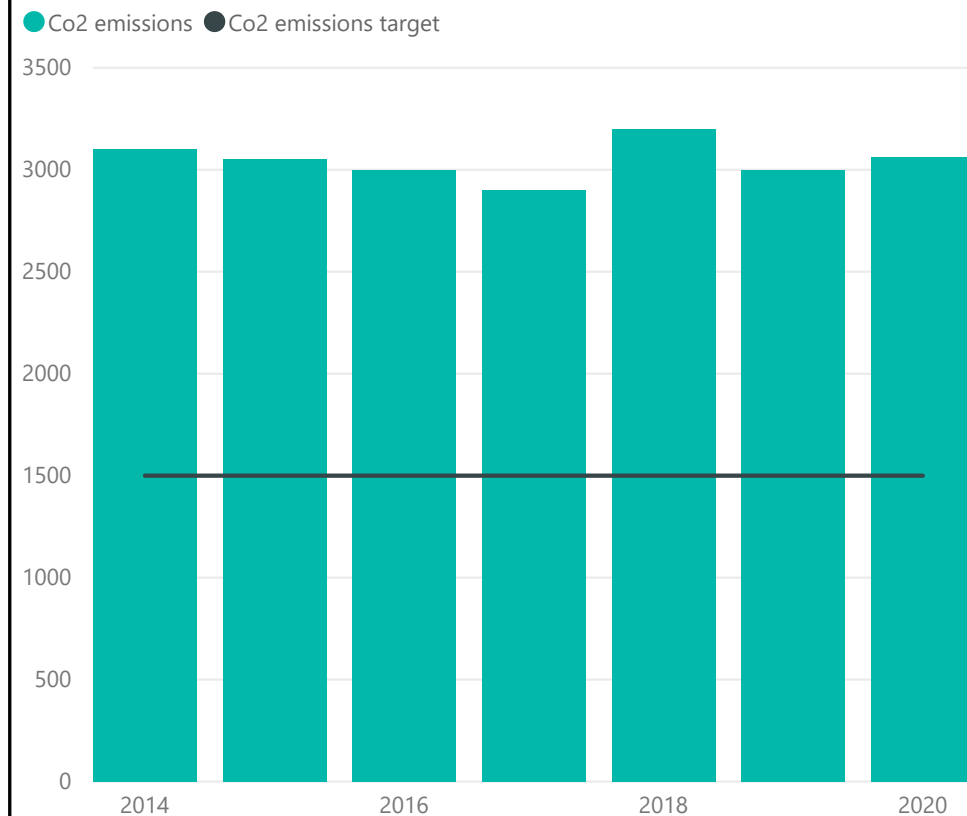
We will focus for greater impact on:

- > Creating new woodlands to expanding the nation's forests, creating opportunities for woodland creation
- > Being experts in natural flood management.
- > Reducing our impact and being a sustainable organisation. Forestry England commits to net-zero direct carbon emissions and zero avoidable waste to landfill/incineration by 2030

Woodland created cumulative and 5 year woodland creation target by Year



Co2 emissions and Co2 emissions target by Year



Waste to landfill or incineration

Our People

The enthusiasm, passion, expertise and professionalism of our people and our drive to be an outstanding organisation are critical to our ambitions. Our mission is to build and sustain an excellent health and safety culture which moves us well beyond a compliance focus. We will continue to improve, invest in, and grow our skills and leadership for our workforce and out business to thrive and safeguard the long-term sustainability of the nation's forests and the benefits they deliver. Our values are an essential part of who we are and are embedded in all we do.

Our Values

Think beyond a lifetime

We make plans today for a better tomorrow, so our business and our forests are sustainable and fit for the future.

Be adventurous

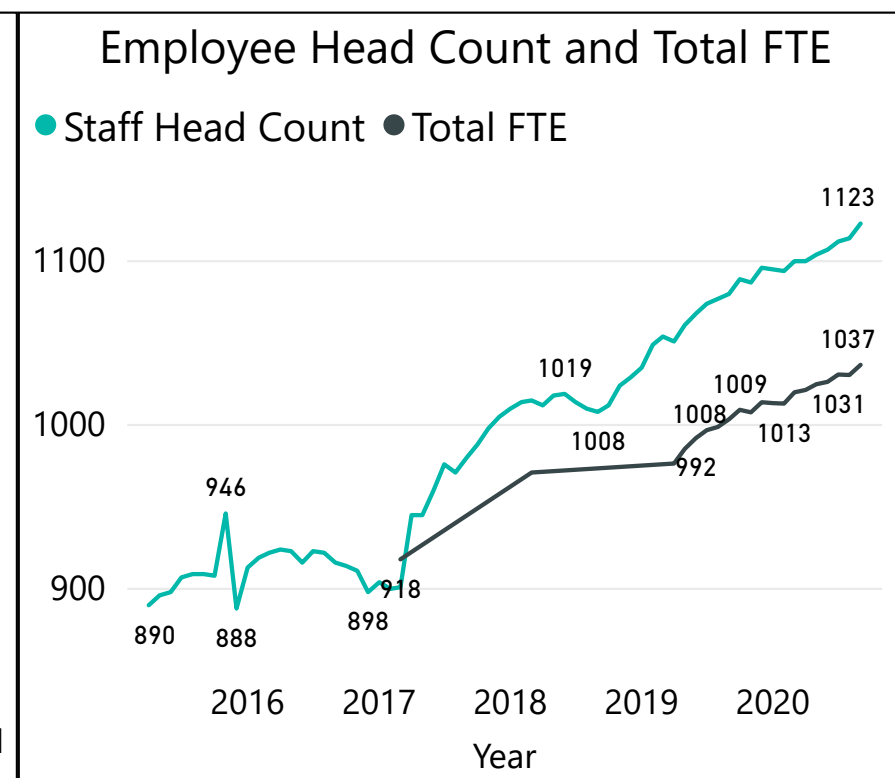
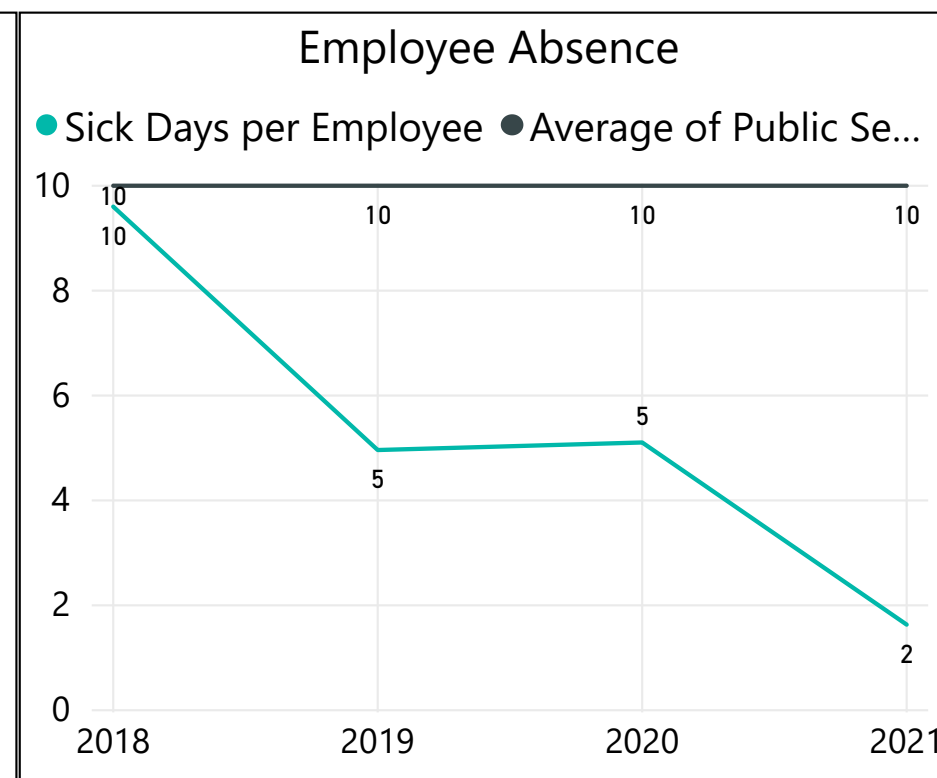
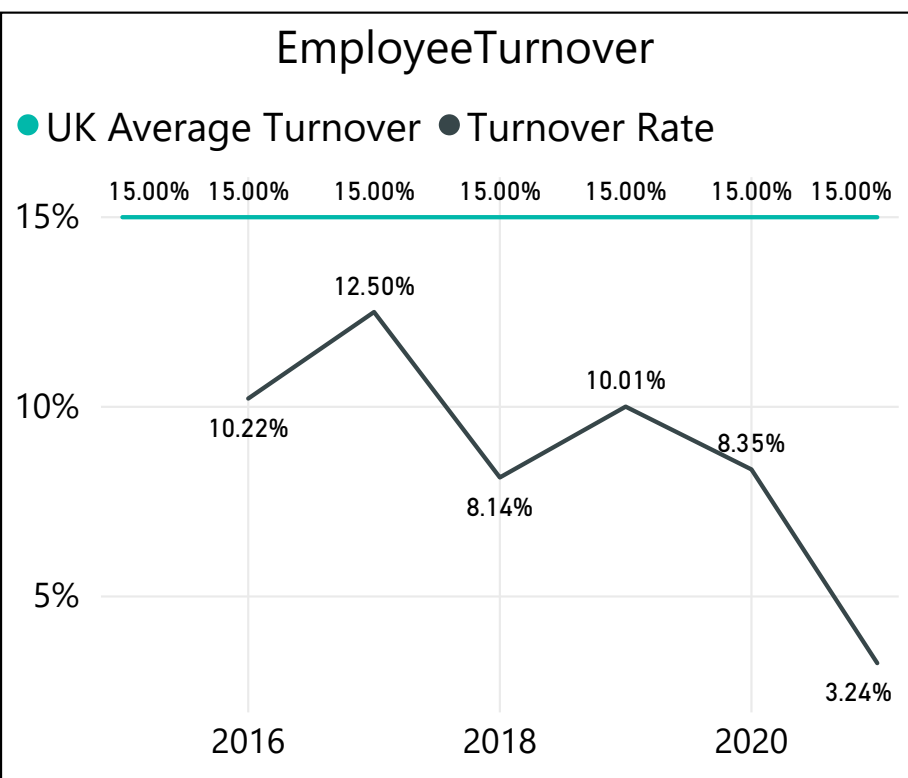
We approach challenges with creativity and adventure, embracing research and innovation to stay relevant.

Do it together

We get our best results when we work with others, and we encourage diverse perspectives, so we make better decisions.

Look out and look after

We care about our colleagues, volunteers, partners, and customers, and we take a stand against unsafe behaviour.



For Economy and Commercial

Wood is a beautiful natural material. We are the largest supplier of certified sustainable timber in England. Our wood produces everyday products such as furniture, fencing, building materials, paper, fuel, and products that support the NHS. We put sustainability at the heart of forestry. Our forests produce a sustainable source of timber in a way that is good for nature, people, and the economy. Our timber supports many other businesses across the whole supply chain. In addition, the nation's forests support hundreds of recreational and other businesses that operate in and around them.

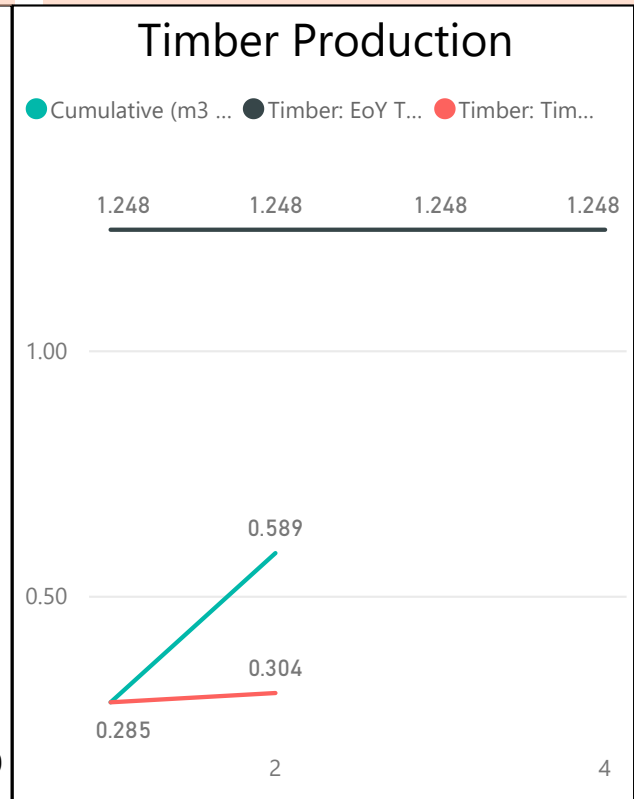
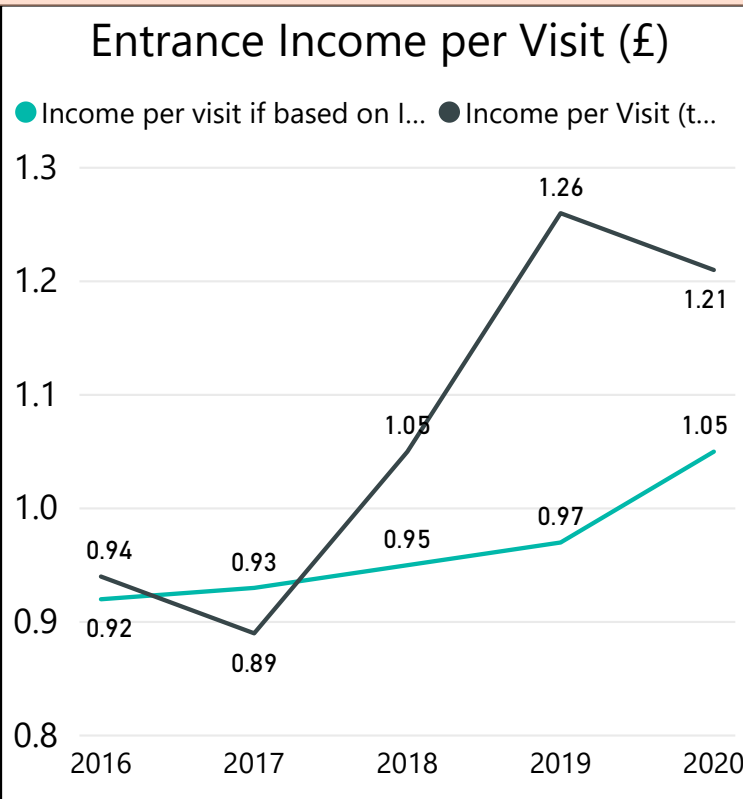
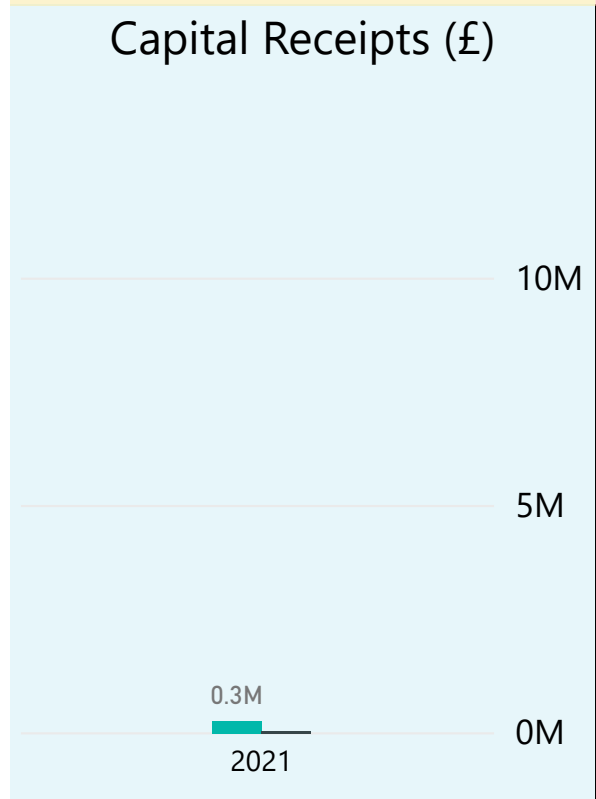
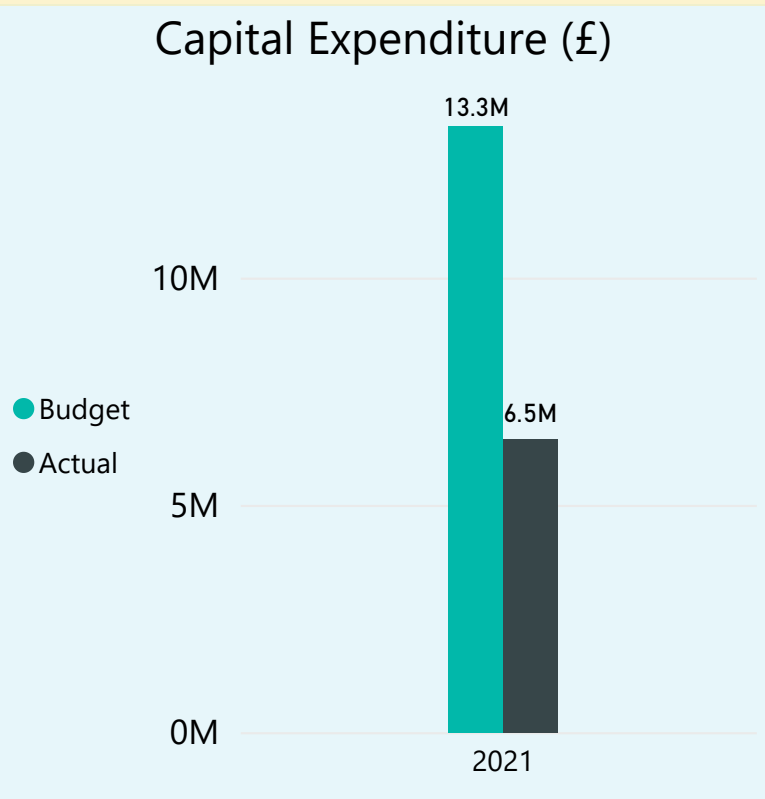
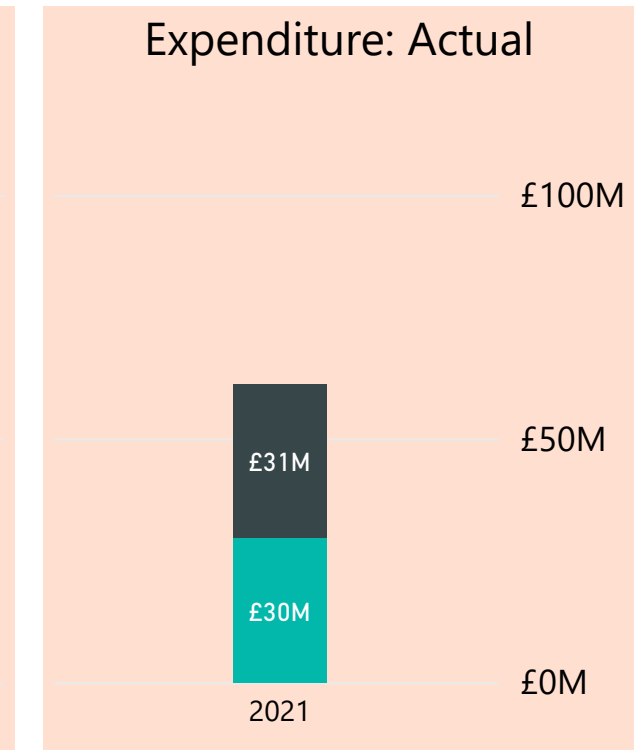
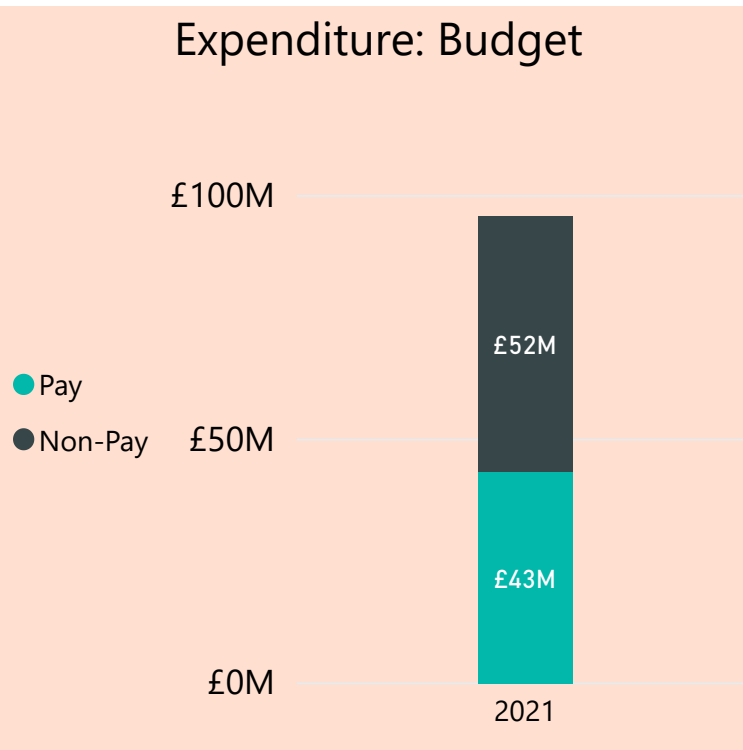
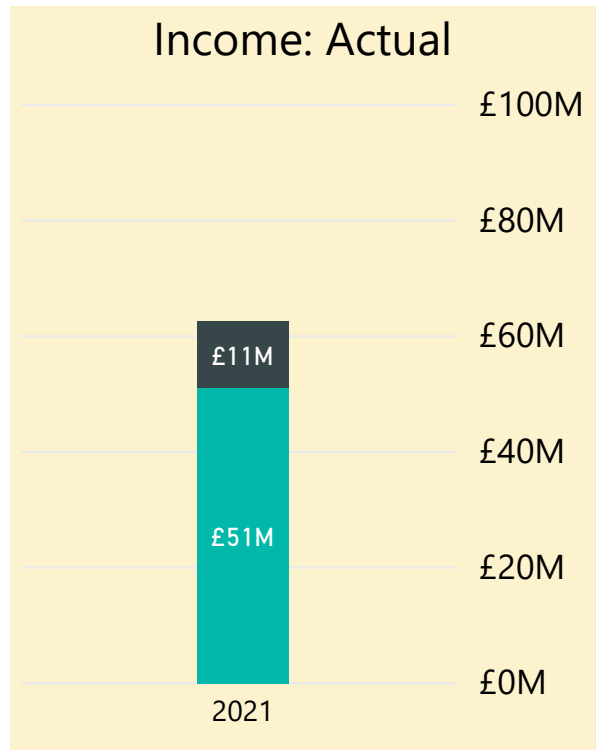
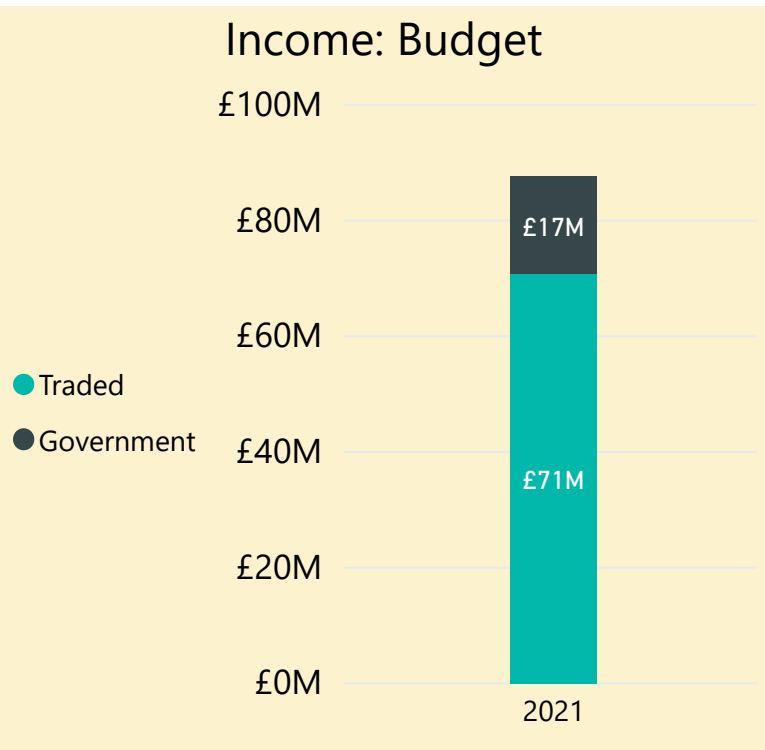
Forestry England is developing its powerful model of using commercially generated income to finance and grow the wide range of public benefits the nation's forests deliver.

We will continue to deliver with excellence - resilient finances

Build our financial sustainability and resilience founded on our timber and commercial activity.

We will focus for greater impact on:

New innovative and entrepreneurial opportunities that enable us to increase our commercial income to deliver greater public benefit.





08 December 2020

Paper Title: Camping in the Forest

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: Camping in the Forest - Options Paper

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**



08 December 2020

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