

Forest Enterprise England.

We are
changing.

It starts
with you.

Releasing our Potential.

This is about
our future &
your part in it.

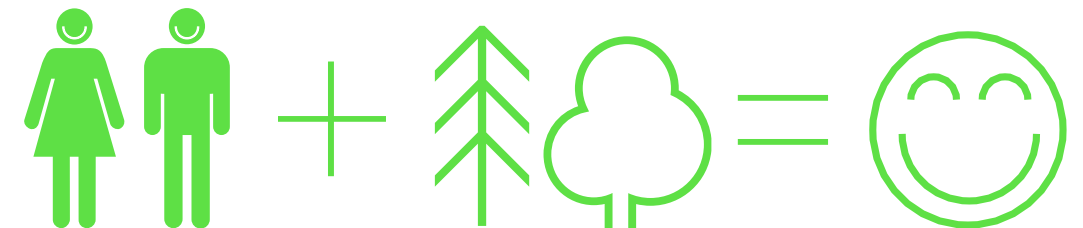
We are working
together.

To develop Forest Enterprise
into a new and sustainable
organisation that will look after
England's public forests
for the next 100 years.

We all really
care about
what we do.

That means we are committed to
looking after our forests and woods,
and the good that this does.

We will continue to deliver our Forest
Enterprise **mission**. To make sure that,
every year, the land and forests we
care for become even more special
places for wildlife to live, for people
to enjoy and businesses to thrive.



We need to be bold.

How can we make more of our
skills, energy and creativity to...

Be paid to deliver excellent
environmental benefits?

Double the size of our forests
in a single generation?

Or...

Or...

Have a 'friend of the forest'
in every household?

Radically improve the nation's
physical and mental health?



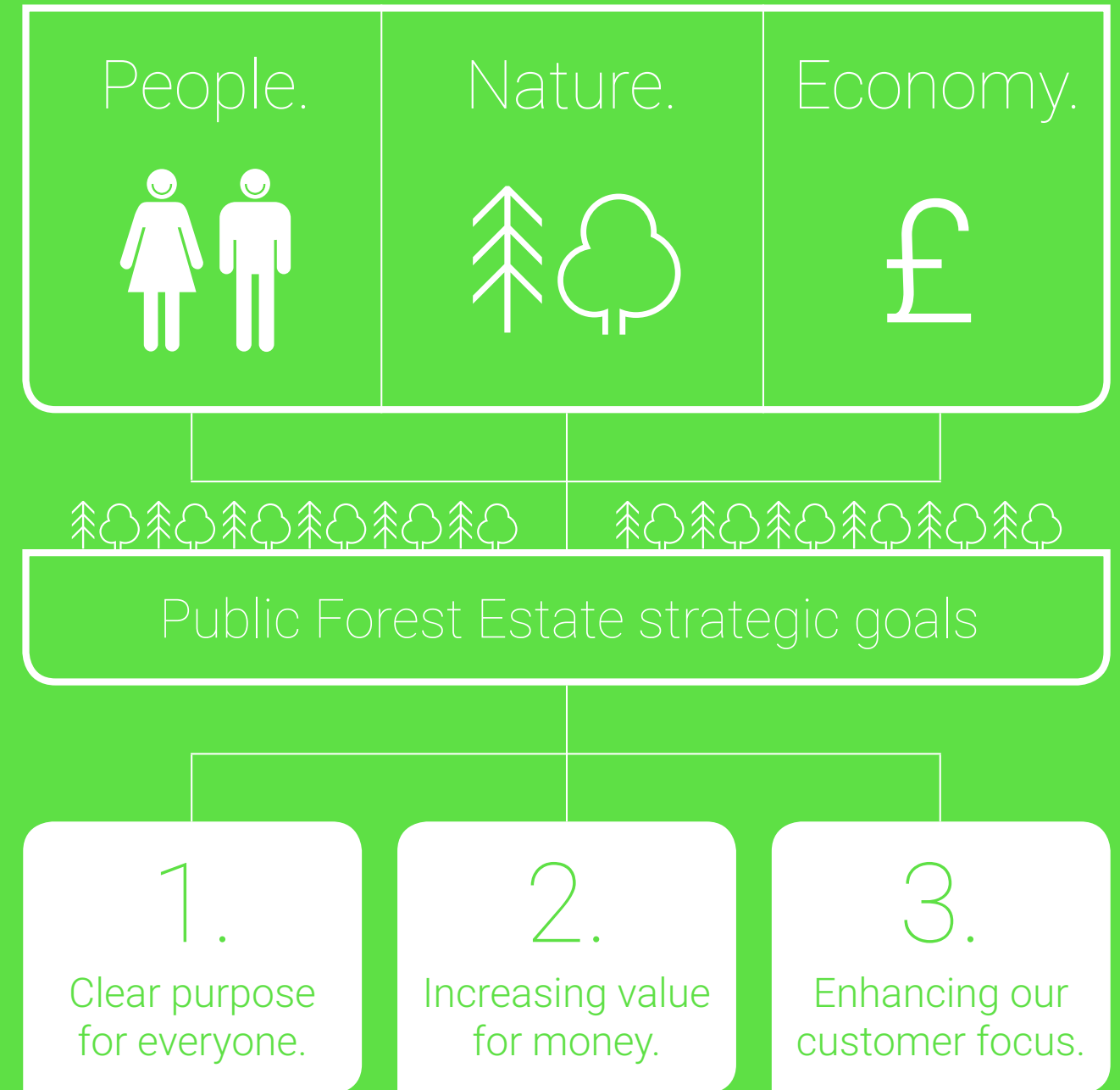
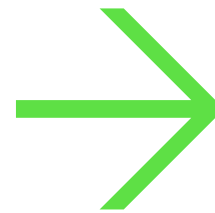
Bold ambitions
need new ways
of working.

It starts with each one of us
improving how we work to
safeguard our environment and the
benefits we deliver, develop new
income opportunities and provide
more value to our customers.



We can
unlock our
full potential.

We can do this as individuals and teams, by changing how we work to increase our focus on 3 things.



Focus 1.

Clear purpose for everyone.

Our Aim: Clear purpose for everyone means that our senior team will provide clear strategic direction for what FEE can achieve. It also means leaders throughout the organisation inspiring everyone with this vision. We will all be collaborative and open, listening to input, sharing best practice, involving others in decision making and communicating clearly when decisions are made and the reasons behind them.

We will:

- Develop a common understanding amongst all of us about our strategic goals (People / Nature / Economy) and what our organisational development focus areas (Purpose / Value for Money/ Customers) are;
- Harness everyone's efforts to develop new income (from existing or new ventures) by being completely clear about which parts of our business we will invest in so that we're all pushing in the same commercial direction;
- Grow strong leaders, including their decision making skills, at all levels and across all functions in the organisation;
- Deliver evidence-based support, direction and guidance to teams;
- Improve how the district and national teams listen to and understand each other.

See the detail on page 22 for how we will make this happen

[Go to the detail](#)

Focus 2.

Increasing value for money.

Our Aim: Increasing value for money means investing to get results faster, manage costs and use commercial arrangements in order to deliver more high-quality benefits. We will use our assets to generate increased income from existing and new sources.

We will:

- Work quickly and more simply by investing to improve and increase efficient technology use and e-solutions;
- Increase our profitability by focusing our investment programme and commercial activity;
- Bring corporate and shared services (e.g. IT) under our direct control and make them work better;
- Reduce staff pressure and free up time by identifying and slimming down unwieldy processes;
- Enable us to deliver effective results by being much clearer about the costs and benefits of work within teams, across teams and through partners and stakeholders.

See the detail on page 30 for how we will make this happen

[Go to the detail](#)

Focus 3.

Enhancing our customer focus.

Our Aim: Enhancing our customer focus means that we will improve our understanding of who our external customers and stakeholders are, and how to deliver more and better outcomes for them.

We will:

- Use insight and research to increase our understanding of what our customers want, and who our customers could expand to include - helping us to generate more income to deliver even better products and services;
- Identify better ways of engaging with customers and stakeholders and help FEE adopt these;
- Listen to what's important to visitors and stakeholders and tell them the great things we do for them, what we spend our income on and why they should come again;
- Support our teams to respond positively to customer feedback and learn from it, to improve our services.

See the detail on page 38 for how we will make this happen

[Go to the detail](#)

Releasing our
potential
=
brilliant future
for our forests.

Our investment **now** in new systems and new skills to change how we work will mean that we can continue to pay for and increase the great benefits we already deliver.

Focussing on becoming clearer about our purpose, improving value for money and delivering for our customers brings great opportunities for us to learn new skills, to work even more creatively to forge a fantastic future for our forests, and for all of us.

What's next?

We will get started on delivering the tasks in 'The Detail' immediately, and we aim to see that we've made a real difference in how we operate by Autumn 2017.

There will be some follow up tasks, and opportunities to introduce new tasks at national and district level during the next two years, and Simon Hodgson, our Chief Executive, will report back to us all from time to time to explain how we're doing.

We will also work with Defra to see if becoming a more autonomous organisation can give us greater freedom to release our potential even further, while safe-guarding our forests in trust for the nation.

The detail.

What actions we will take, who will take them, and how they will be measured.

1. Clear Purpose	Action	Tasks	Who	How will this be measured?
	1.i. Develop a common understanding amongst us about our strategic goals (People/ Nature/Economy) and what our organisational development focus areas (Clear Purpose/Value for Money/Customers) are.	a. Help everyone to understand what our Strategic Goals (People / Nature / Economy) and 'Releasing Our Potential' focus areas (Clear Purpose/Value for Money/Customers) are by using our goals and focus areas as the structure for business plans.	Mike Seddon	<ul style="list-style-type: none">- FEE Comms Bi-annual Temperature Check tells us how many of us 'know what our mission is', and how many think their team 'challenges our traditional ways of doing things'.- Team documents reflect the goals and focus areas.
		b. Inspire us all to believe in positive organisational change through making 'Releasing Our Potential' and its focus areas (Clear Purpose/Value for Money/Customers) rooted in input from across FEE; including achievable specific actions; and communicating the focus areas effectively to all of us.	Miranda Winram	<ul style="list-style-type: none">- FC Staff survey Q change from 2015-2017 'I believe that my senior management team has a clear vision for the future for my part of the organisation'.
		c. Enable staff to progress and develop by increasing our personal and collective learning and development opportunities to create a great future in FEE as a bigger and more independent organisation.	Sarah England	<ul style="list-style-type: none">- Learning & Development function transferred to FEE.- Learning opportunities for staff increase.- Comms B-iannual Temp. Check tells us how many of us 'feel positive about the future of FEE'.
	1.ii. Harness everyone's efforts to develop new income by being clear about which parts of our business we will work on so that we're all pushing in the same direction.	a. Senior team focusses on identifying, and then delivering, the top two areas where we can grow net income.	Mike Seddon	<ul style="list-style-type: none">- Increased income from new or expanded existing business activity in future years is shown in our Long Term Financial Model.

The detail.

What actions we will take, who will take them, and how they will be measured.

1. Clear Purpose	Action	Tasks	Who	How will this be measured?
	1.ii. Harness everyone's efforts to develop new income by being clear about which parts of our business we will work on so that we're all pushing in the same direction.	b. Enable investment in staff skills by undertaking an analysis of the skills available in FEE staff teams. Identify & deliver training relevant to the two priority income development areas. (The analysis will inform other new skills development actions too.)	Sarah England	- Skills audit completed. - Individual learning plans to support relevant staff development.
	1.iii. Grow leaders, including their decision making skills, at all levels in the organisation	a. Identifying core skills FEE managers need and adapting the management development programme to deliver them.	Sarah England	- More diverse group of staff getting Top Performer ratings (from FMDs' views).
		b. Invest in creating a new corporate leadership training programme open to all FEE staff.	Sarah England	- FC Staff survey Q change from 2015-2017 'I feel that my part of the organisation is managed well'
		c. Continue to invest in Trainee Foresters; Graduate Programme and Apprentice Programme.	Sarah England	- Middle managers lead on projects.
	1.iv. Deliver evidence-based support, direction and guidance to teams;	a. Inspire us all to help each other to evidence success and improve how we run the business. Develop performance data at national level to improve planning, decision making and operational efficiency.	Miranda Winram	- Management data is formally and regularly reviewed at Strategy Board meetings.

The detail.

What actions we will take, who will take them, and how they will be measured.

1. Clear Purpose	Action	Tasks	Who	How will this be measured?
	1.iv. Deliver evidence-based support, direction and guidance to teams;	b. Inspire us all to help each other to evidence success and improve how we run the business. Develop performance data at district/unit/team level to improve planning, decision making and ultimately operational efficiency.	Team Leads	- Management data generated is discussed at District team meetings, including business planning meetings.
		c. We will draw on our experts from across the organisation to review key areas of the business and generate exciting prospects for the future. In 2015/16 this will involve a review of how we market our timber.	Mike Seddon	- Findings from business reviews being implemented within the business.
		d. Our Strategy Board will help the organisation to be ambitious, challenging us to think long term about investment, cost,income and risk.	Simon Hodgson	- Strategy Board discussion in Feb 2016 to push boundaries for 2017/18 Business Plan.
		e. Make it clear who has authority to take what decisions (e.g. financial, commercial).	David Hodson	- Scheme of delegation (scope yet to be clarified) approved by Board and circulated to managers/available on internet.
	1.v. Improve how the district and national teams listen to and understand each other.	a. 2016-17 new Business Planning templates will make it easier for district and national priorities to be aligned. PFE Strategic Plan goals will link to local financial and non-financial activity e.g. long term plans and market / non-market Payments for Ecosystem Services information.	David Hodson	- FMD input, do they feel that they and the national office teams are working in a way that improves what we're delivering? - District Business Plans are aligned with national strategic priorities.

The detail.

What actions we will take, who will take them, and how they will be measured.

1. Clear Purpose	Action	Tasks	Who	How will this be measured?
	1.v. Improve how the district and national teams listen to and understand each other.	b. The establishment of the Leadership Group & Business Management Board will enable team engagement with issues at the right level.	Mike Seddon	- Agenda item scheduled at Leadership Group and Business Management Board to assess whether engagement with issues is at right level.
		c. The Innovation Group is established to provide an open, flexible forum where different disciplines can collaborate and discuss new ideas outside their normal teams.	Miranda Winram	- Innovation Group ideas are adopted.

The detail.

What actions we will take, who will take them, and how they will be measured.

2. Value for Money	Action	Tasks	Who	How will this be measured?
	2.i. Improve and increase efficient technology use and e-solutions – helping our staff get things done quicker and more easily.	a. Investment in a new lead IS post that will identify what FEE needs to support its staff and business more efficiently. Deliver actions to improve our IT infrastructure capability and new technology where required (e.g. size of data capacity at offices, satellite links and cloud based solutions).	David Hodson	<ul style="list-style-type: none">- IS post in place.- Districts and Executive Team have been asked whether they think IS issues are understood and solutions are acted upon.- Feedback system in place to provide assurance that current issues as well as future developments are in active management.
		b. Provide a sound basis for future skills planning by our commitment to an improving geographic information system as our main platform for land and forest data.	John Tewson	<ul style="list-style-type: none">- Continuing the delivery of Forester Web Roadmap and improvements to integration of/and access to data.
		c. Reducing staff workload and increasing customer experience (and decreasing dissatisfaction) by ensuring effective data transfer between Discovery Pass system and car park charging systems.	David Williamson	<ul style="list-style-type: none">- Data is sharable between car parking systems, Discovery Pass and membership schemes.
	2.ii. Increase our profitability by sharpening our investment programme.	a. Undertake a review of how we deliver larger capital projects to improve the efficiency and effectiveness of that delivery.	Tristram Hilborn	<ul style="list-style-type: none">- Capital programme deliverables are fit for purpose, on time and within reasonable budget variance.

The detail.

What actions we will take, who will take them, and how they will be measured.

2. Value for Money	Action	Tasks	Who	How will this be measured?
	2.iii Bring corporate and shared services under our direct control and make them work better whether provided in-house or outsourced.	a. We will support the transfer of management responsibilities for Shared Services (currently delivered from Edinburgh) to FEE. We can then start making those services much more specific to FEE's needs.	Simon Hodgson	- Change to function delivery has taken place.
		b. Improve our immediate control over improvements to finance processes through establishing an internal FEE Finance and Procurement team by 1/4/16.	Simon Hodgson	- FEE finance team in place (subject to consultation).
		c. Improve the efficiency of data management by investigating the benefits of an integrated finance/accounting/HR enterprise resource planning (ERP) system, then implementing.	David Hodson	- ERP in place (if determined best option).
	2.iv. Reduce staff pressure and wasted time by identifying and slimming down unwieldy processes.	a. We will improve our operational guidance by identifying what guidance we need within FEE; reviewing what short term changes can be made, and planning for a different and more streamlined system in the future.	Mike Seddon	- Agreement on which guidance is solely owned by FEE - End of year list presented to Executive Team meeting of what we have stopped doing/slimmed down.
		b. Reducing administration & cost involved with vehicles by switching from lease vehicles to owning the fleet ourselves.	David Hodson	- Percentage of owned versus leased vehicles increases.

The detail.

What actions we will take, who will take them, and how they will be measured.

2. Value for Money	Action	Tasks	Who	How will this be measured?
	2.iv. Reduce staff pressure and wasted time by identifying and slimming down unwieldy processes.	c. Decentralisation of operational and transactional HR services and moving these functions from the shared service into FEE. We will create a multi-functional HR team, which will improve customer service.	Sarah England	- Change to HR service delivery has taken place. Revised operational and transactional service in place dedicated to FEE.
		d. Staff will have one geographically based HR contact for all HR matters, and a dedicated HR support team to focus on FEE business.	Sarah England	- Number of people who have been on this training programme.
	2.v. Enable us to deliver effective results by being clearer about the costs and benefits of work we deliver within teams, across teams and through partnerships and stakeholders.	a. Invest in a suitable training programme for all teams to upskill their current levels financial and commercial skills/acumen. This will enable us to make the most of new business planning processes and increase our confidence in delivering commercial outcomes and business priorities from all our activity.	Sarah England	- Better evidence of financial and commercial thinking in planning documentation, business cases etc.
		b. Improve the tools available to staff in managing commercial arrangements. Review which KPIs and management regulation of leases and contracts currently add value in encouraging service and commercial improvements. Expand the use of these 'value adding' mechanisms.	Mark Street	- 60% of contracts compliant with this approach.

The detail.

What actions we will take, who will take them, and how they will be measured.

2. Value for Money	Action	Tasks	Who	How will this be measured?
	2.v. Enable us to deliver effective results by being clearer about the costs and benefits of work we deliver within teams, across teams and through partnerships and stakeholders.	c. Continue regular engagement between National Team leads and Forest District Teams to help direct the business, solve problems and make the most of opportunities.	Mike Seddon	- FC Staff survey Q change from 2015-2017 'The Senior Management Team are sufficiently visible'.
		d. Increase cross team engagement with issues at the right level through the new Leadership Group, Business Management Board and Operations Group meeting of FLM and RPA leads.	Mike Seddon	- Agenda item scheduled at Leadership Group and Business Management Board to assess whether they are helping cross-team engagement.
		e. Invest in developing a broader knowledge and skills base across the business for our staff by understanding different specialisms through work shadowing/staff 'swaps' between teams.	Sarah England	- Number of staff undertaking days work shadowing different teams/ specialisms increases significantly.
		f. Generate new ideas and new ways of delivering business priorities through a cross-staff Innovation Group.	Miranda Winram	- Track results of ideas/input from the Innovation Group.
		g. Project team cross team working will be made easier to achieve by having a new Business Improvement Manager post providing extra planning resource to support project teams.	Tristram Hilborn	- Project teams consist of the right cross-specialisms.

The detail.

What actions we will take, who will take them, and how they will be measured.

3. Customers	Action	Tasks	Who	How will this be measured?
	3.i. Use insight and research to understand what our customers want, helping us to develop better products and services.	a. Specialist staff members will share their understanding of their sector with the Executive Team in regular market analysis reports in each substantive area of business (timber/ renewables/ property/ leisure/environment).	Mike Seddon	- Annual schedule of business for Board identifies planned programme of reports. - Reports delivered.
		b. Invest in periodic additional external market analysis where this is identified as required by specialist staff.	Mike Seddon	- Reports delivered.
		c. Make sure our recreation activities meet customer needs by using up to date market research on customer motivations.	Paddy Harrop	- Market segmentation report and workshop. - More customers/ repeat visits to the right place at the right time.
		d. Generate more off-peak visits to the PFE from one of our target audiences (the over 60 age group) by using market intelligence to develop new products.	Josephine Lavelle	- Existence of new products. - Visitor numbers increase in target areas demographic – the right place at the right time.
	3.ii. Identify better ways of engaging with customers and help our organisation adopt these.	a. Improve the consistency with which we interact with customers, stakeholders and business-to-business by having a customer engagement plan and then implementing it.	Paddy Harrop	- Customer engagement plan exists, increased support from stakeholders.

The detail.

What actions we will take, who will take them, and how they will be measured.

3. Customers	Action	Tasks	Who	How will this be measured?
	3.ii. Identify better ways of engaging with customers and help our organisation adopt these.	b. Build on the success of the four community involvement projects delivered in 2013 -2015 by reviewing what has worked and what can cost effectively be included in business as usual work.	David Williamson	- Volunteer strategy in place. - Agreed pathway for other pilot areas.
		c. Find a safe way to enable all customer-facing members of staff (and all others who want to) to use social media to positively increase customer contact through this vital new way to communicate.	Paddy Harrop	- All customer facing staff using social media routinely.
		d. Improve the experience of members of the public by improving how we communicate through our website. Develop and launch a publically focussed section of the FC website that is about our woods and forests.	Paddy Harrop	- New web portal focussing on England's woods and forests offered to public.
		e. Increase income for FEE by developing opportunities to actively offer to potential sponsors.	Josephine Lavelle	- Sponsorship opportunities offered and income received.
	3.iii. Support our teams to respond positively to customer feedback and learn from our mistakes to improve our services.	a. Invest in our customer care training programme to review its content and attendees and to ensure updates are delivered to all customer facing staff.	Paddy Harrop	- Percentage of customer facing staff completing customer care programme.

The detail.

What actions we will take, who will take them, and how they will be measured.

3. Customers	Action	Tasks	Who	How will this be measured?
	3.iii. Support our teams to respond positively to customer feedback and learn from our mistakes to improve our services.	b. Raise awareness of customer care and service to help us all engage positively with the public and manage conflict on the ground.	Paddy Harrop	- Percentage of all staff completing customer care-lite modules.
		c. Increase the professionalism of our appearance to the public through increased consistency of staff appearance, e.g. uniforms and name badges.	Paddy Harrop	- Staff are visible in consistent corporate clothing and where appropriate wear name badges.
				<div>Who's who</div> <div>Simon Hodgson: Chief Executive Sarah England: Human Resources Business Partner Paddy Harrop: Head of Marketing Tristram Hilborn: Business Investment Manager Josephine Lavelle: Marketing Channels Manager Mike Seddon: Director Operations Mark Street: Head of Estates John Tewson: Head of Forestry & Land Management David Williamson: Head of Recreation Miranda Winram: Head of Strategy & Insight</div>

Do you have feedback?

We'd love to hear it.

Fill in the feedback form and
let us know what you think.