

## Forestry England Board Meeting Agenda

9 March 2020 10.30-1pm

Conference Room, Bristol Office

### Attendees

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

#### Apologies:

In attendance: **John Stride (item 5), Mathew Maguire (item 6 ),**

Secretariat: **Rachel Mackintosh**

NO. / TIME mins	Start time	ITEM (Materials)	OUTCOME REQUIRED	LEAD
<b>Welcome</b>				
1. 10 mins	10.30	Chair's Welcome  Declarations of Interest Approval of minutes and matters arising	Approval	Chair
<b>Ongoing Management</b>				
2. 30 mins	10.40	CEO report Including: <ul style="list-style-type: none"> <li>• Business Area updates</li> <li>• Health &amp; Safety report</li> <li>• Risk Management</li> <li>• Performance Scorecard</li> </ul>	Discussion & note	Mike Seddon
3. 10 mins	11.10	Director of Finance Report (in year to Jan 20, month 10)	Discussion & note	David Hodson
<b>Items for Approval</b>				
4. 30 mins	11.20	Business Plans 2020-25	Approval	David Hodson Tristram Hilborn
5. 30 mins	11.50	New KPIs	Approval	Mike / John Stride
6. 30 mins	12.20	Forest Holidays <ul style="list-style-type: none"> <li>• Update on governance reviews , signed off recommendations from GIAA and UKGI and summarising the actions complete / ongoing</li> <li>• Confirming the Board's role in respect of decisions about Forest Holidays, amended TORS approval</li> </ul>	Approvals	Mike / Mathew Maguire

		<ul style="list-style-type: none"> <li>Seeking approval for option to lease on 2 potential sites. EMGN4a</li> </ul>		
<b>Concluding items</b>				
	12.50	AOB		Chair
<b>Future meetings:</b>				
22 April 2020		North District (with 2 overnights 20-22 April)		
04 June 2020		Bristol tbc		
06 October 2020		Leeds Hilton (with overnight for staff conference 5/6 Oct 2020)		
10 Dec 2020		TBC		

To be followed by lunch with ET and guest presenters, and opportunity to view brand launch materials.

**Papers:**

- Item 1: Minutes 10.12.19 circulated 10.01.20 with subsequent amendments for final sign off  
Minutes 10.12.19 (clean version) for approval
- Item 1.2: Action log updated 9.03.20
- Item 2: Paper 2.1 CEO Report March 2020  
Appendix 1 Scorecard for March Board 09.03.20
- Item 3: Forestry England Board Finance Report Month 10
- Item 4: Paper 4.1 Forestry England Business Plan 2020 - 2025  
Appendix 1 Forestry England Business Plan 2020-25 March 2020
- Item 5: KPI Board Paper March 2020
- Item 6: Paper 6.1 Forest Holidays 09.03.20  
Appendix 1 Forestry England Board ToR v3 FH update March 2020  
Appendix 2 EMGN4a Matlock Moor  
Appendix 3 EMGN4a Mill Plantation

# Forestry England board meeting minutes

## 9 March 2020 10.30 - 1pm

### Conference Room, National Office, Bristol

#### Attendees

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

**Attendees:** John Stride (Item 5), Mathew Maguire (Item 6)

**Secretariat:** Rachel Mackintosh

#### Agenda topics

##### 1. Welcome

| Item Lead: Sir William Worsley

The Chair welcomed members to the fifth meeting of the Forestry England board. The Chair introduced himself, noting that as this was his fourth week as Chair of the Forestry Commission and he was looking, listening, learning. His previous role as Tree Champion had given him some knowledge of the Forestry Commission and his intention was to build on the links he had developed in that role.

##### Declarations of Interest

No declarations for the items on the agenda.  
No additional declarations made to those already declared in the Register of Interests; it was noted Julia Grant's register had been updated.

##### Approval of 10.12.19 Board minutes

Minutes approved.

Matters arising, not appearing elsewhere in the agenda:

1. Interfaith connections (Action 14): Hayley Skipper is the direct contact with GR. MS is in contact with the General Synod of the Church of England over their approach to tree planting.
2. There was a follow up query on the water abstraction and irrigation issues at Lobslack nursery- TH confirmed this was ongoing but being managed.
3. Following the December meeting item on audience segmentation, it was asked to revisit this discussion at some point in the year.

##### Action Items

<u>Action Items</u>	<u>Person responsible</u>	<u>Deadline</u>
Plan for the audience segmentation discussion to be revisited.	Mike Seddon	22.04.20

## 2. CEO report

| Item Lead: Mike Seddon

Mike highlighted the following points in the CEO's report:

1. Government tree planting ambitions - Forestry England plans to create new forests via freehold acquisition & leasehold, included in Defra bid to Treasury.
2. Plant and Seed Supply being the first nursery in UK accredited under new Plant Health Assurance Scheme- Board passed on their congratulations.
3. Land acquisitions table has been updated. Additional information about cost per hectare was requested.
4. Brand campaign launch 21 March aiming to raise awareness and understanding of Forestry England. Board to view the materials after the meeting.
5. An update on the approach being taken to manage risks posed by COVID 19 provided, including
  - a. Applying government advice
  - b. Preparing for staff absence - ensuring single points of failure removed by knowledge transfer
  - c. Preparing for more staff to work flexibly or remotely - ultimately there is a constraint in IT connectivity, but believe this won't be a fundamental barrier
  - d. Considering prioritisation and flexible deployment of staff to keep operational activity flowing including visitor sites
  - e. Monitoring situation regarding large events (e.g. Forest Live)

The Board were assured that this was being actively managed by MS/TH/DH and asked to be linked into communications around this.

The following issues were raised by Board members:

- Request for lessons learned from the Centenary come to Board. MS agreed this will be done.
- Appointment of permanent wellbeing manager welcomed-GR encouraged links to be made with NHS England to be at forefront of policy discussions on social prescribing. MS to take forward with the wellbeing manager.
- Channel 5 T.V. series is great opportunity to show diversity - if people see people like themselves in forest then more likely to attend. Mike updated that this is being influenced as far as it can be, e.g the crew have been taken to Chopwell Wood near Newcastle.
- Great interest expressed in the carbon credit scheme. Mari Sibley to be linked with JG.
- The move to direct debit for Discovery passes noted.
- Confirmation was given that the 20 days response to complaints was in line with statutory requirements of FOI Act.
- Lower Thames Crossing forest creation noted as a really exciting possible development. There was a suggestion that the project links with the NHS and Sports England at an early stage of the planning. Tristram to take forward with the team. JP offer of support noted.
- Telecommunication masts work noted.
- It was noted that FR were on a different HR system, not Itrent.

The Chair commended the report as interesting and easy to read. Thanks to be passed on to all who contribute.

#### Health & Safety report

An update on the two critical systems was provided: progress for replacement systems for accident and incident reporting, and lone working are on track.

The strong response to health & safety questions in the staff survey was noted, with discussion on whether there was a difference in the adoption of measures by different age groups within the staff. Tristram pointed to the 80% response rate which indicated responses from all staff groups were included in the results.

<b>Action Items</b>	<b>Person responsible</b>	<b>Deadline</b>
Add further updates to land acquisition table	Tristram Hilborn	22.04.20
Include Board in communications on response to Covid-19 virus	Mike Seddon	22.04.20
Centenary Lessons learned to come to Board in future CEO report.	Rachel Mackintosh	4.06.20
External links for Wellbeing manager to be explored.	Mike Seddon	22.04.20
JG to be linked with MSi for more details on the carbon credit scheme.	Mike Seddon	22.04.20
Discuss additional external project links with Lower Thames Crossing team.	Tristram Hilborn	22.04.20
Pass on thanks to all who contribute to the CEO report.	Mike Seddon	23.03.20

### **3. Director of Finance Report**

**| Item Lead: David Hodson**

David presented the Month 10 Finance report giving the key message that the downturn in the timber income has been managed without drawing funding away from other parts of the business, and the organisation has been able to invest in the estate. The position on both the bottom line income and forecasting has improved and is expected to continue as end of year is approached.

Chair requested that a waterfall chart is used in the finance report to visually support the narrative.

<b>Action Items</b>	<b>Person responsible</b>	<b>Deadline</b>
Introduce a waterfall chart in Finance Report.	David Hodson	22.04.20

### **4. Business Plan 2020-2025**

**Item Lead: Tristram Hilborn / David Hodson**

The Board considered the Forestry England Business Plan 2020-2025 that was commended to them by the Executive Team. They felt that it presents a strong and stable position. The subsequent discussion considered:

- Capital investment programme. The internal process for managing the investment reserve was commended. There was discussion on the principles for investments, the themes used by the Investment subgroup for making their decisions, and a Board discussion on the overarching principles for investment requested. It was suggested that the return on investment on the big benefits could be made more explicitly.
- Long term income projections. The long term (20 year) projection for the income streams was discussed and visual representation of this requested.
- What does success look like? It was recognised that this needed to link to the performance measures so the Board would be able to know when we have succeeded.

The Board approved the Business Plan.

Action Items	Person responsible	Deadline
The Capital Investment subgroup themes to be circulated to the Board.	Tristram Hilborn	22.04.20
Plan for the Board to discuss the overarching principles for investment.	Tristram Hilborn	22.04.20
Prepare long term income projection visualisation.	David Hodson	22.04.20
Link development of performance measures to reflect success of business plan.	Tristram Hilborn / John Stride	4.06.20

## 5. New KPIs

**Item Lead: John Stride**

John thanked the Board for their input into the thinking behind the recommendations brought to the meeting. The Board were asked to approve the three-tier framework of performance measures:

- Top level - linked to purpose - national statistics
- Annual - strategic measures to aid direction setting and monitoring of goal achievement
- In year delivery performance measured quarterly

The Board approved this framework.

The Board was then asked to consider the proposal for the new KPIs, these will be reported in the annual report and as national statistics. The Board noted that this was an important piece of work that needed to be done now but these should not be changed too often so the new measures should be meaningful, rigorous and creditable.

The Board discussed the detail of the proposed top level KPIs, proposing one amendment to the self-financing indicator. These will now be taken forward in line with an ongoing review of KPIs across Forestry Commission.

Action Items	Person responsible	Deadline
Amended KPIs to be circulated to the Board through correspondence.	John Stride	22.04.2020

## 6. Forest Holidays

**Item Lead: Mathew Maguire / Mike Seddon**

In advance of the UKGI report and recommendations being approved by ministers, the Board were advised of the new governance arrangements proposed with the additional role and decision-making responsibilities that will be added to their Terms of Reference. The Board noted these and recommended the amended TORs to the Forestry Commissioners.

As the Board will have decision-making responsibilities on all future options to lease, the Board considered the site-specific evidence they required. A refreshed format of submission, including further information was requested before any new decisions are made.

Action Items	Person responsible	Deadline
A refreshed submission format to be developed in line with the Board's requests.	Mike Seddon / Mathew Maguire	22.04.2020

## AOB

Future meetings: It was noted that the venue for 4 June meeting has been moved from Bristol to Nobel House, London.

The next meeting will be 22 April in the Bellingham office, as part of the longer visit to North District, 20-22 April.



**Sir William Worsley**  
Chair, Forestry Commission

## Forestry England Board - Action Log updated 9.03.20

Ref No.	Meeting	Action / Issue	Person Responsible	Target Timing	Outcome <i>(If ongoing activity, then latest progress)</i>
14	Sept19	Initial approaches to be made to inter-faith communities and reported back to the Board.	Sir Harry Studholme / Prof. Gurch Randhawa	10/12/19 - update 9.03.20	<p>10.12.19 Sir Harry has discussed with Bishop of Salisbury who has expressed interest but has not pushed this further yet. Gurch has met with the EcoSikh and Sikhs Go Green. He recommended they would be good communities to engage with, but first as an organisation Forestry England we needed to be clear why we wanted these groups in the forests and why we were engaging with them. He has contact details for this to be taken forward.</p> <p>9.03.20 Hayley Skipper, as the appropriate contact within Forestry England, is engaging with Gurch on taking this action forward.</p>
14	Dec 19	Circulate Register of Interests with meeting papers	Rachel Mackintosh	Each meeting	9.03.20 - Ongoing
15	Dec 19	Update action on linking with interfaith communities	Rachel Mackintosh	13.02.20 - updated to 9.03.20 (meeting date change)	9.03.20 Refer to action 14 above. This action to be closed.



Ref No.	Meeting	Action / Issue	Person Responsible	Target Timing	Outcome <i>(If ongoing activity, then latest progress)</i>
16	Dec 19	Board members to consider paper on KPIs once received and send response to John Stride.	Non-executives	17.01.20	9.03.20 Feedback received. Closed
17	Dec 19	Latest volunteering figures to be circulated to the Board	Mike Seddon	13.2.20	9.03.20 Figures circulated - email from RM 13.01.20. Closed
18	Dec 19	Provide an update on whether issues with EA about water abstraction had been resolved at Delamere.	Tristram Hilborn	13.2.20	9.03.20 Figures circulated - email from RM 13.01.20. Closed
19	Dec 19	Provide information on the information we provide to the public on ticks and Lyme's Disease.	Tristram Hilborn	13.2.20	9.03.20 Figures circulated - email from RM 13.01.20. Closed
20	Dec 19	Land acquisition table to be refined to clearly reflect type of acquisition	Tristram Hilborn	13.02.20 - updated to 9.03.20 (meeting date change)	9.03.20 Updated in March 2020 CEO report pgs. 3-4. Closed
21	Dec	Meeting dates for the next year to be put in diaries	Rachel Mackintosh	13.2.20	9.03.20 Dates Sent: email 10.01.20 from Nadia Balasco. Closed



**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](mailto:Rachel.mackintosh@forestryengland.uk)**

# Forestry England Performance Scorecard

Forestry England Board - March 2020

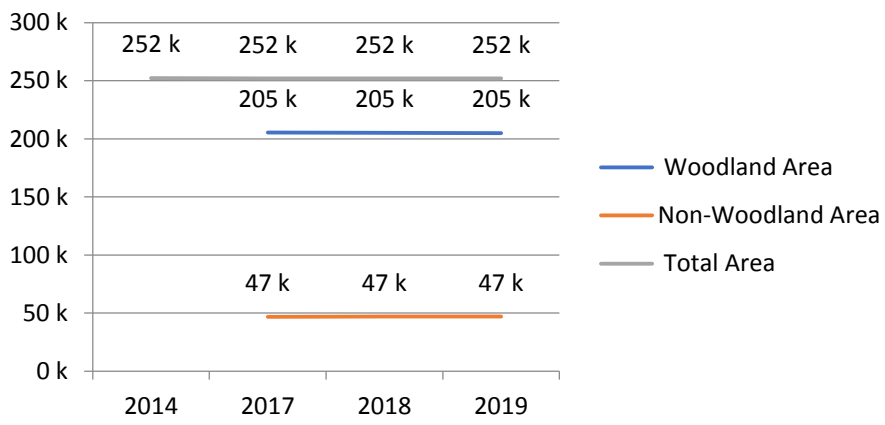
Tristram Hilborn - Chief Operating Officer



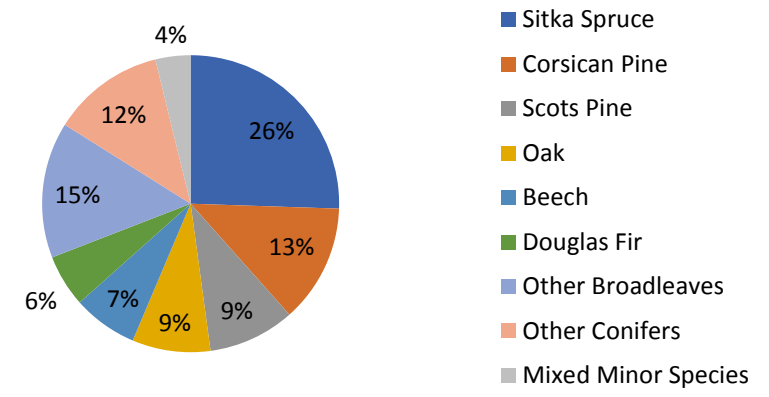


The Nation's forests are at the forefront of contemporary Worldwide forestry management

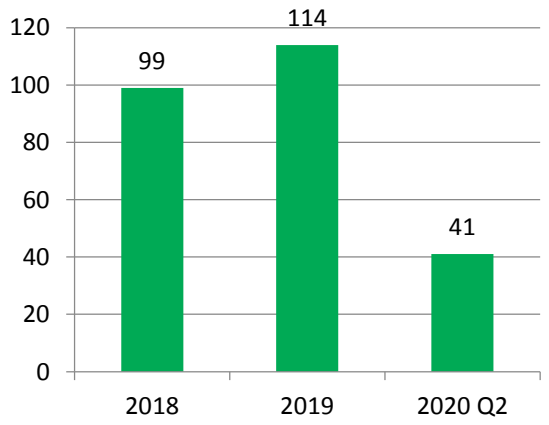
## Woodland Area and Size of Estate (Ha)<sup>1</sup>



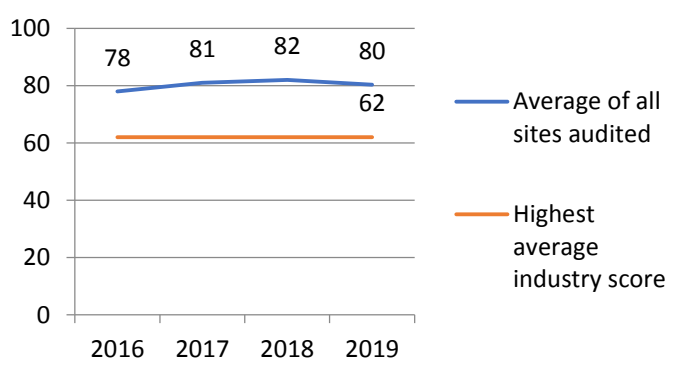
## Tree Species Diversity<sup>3</sup>



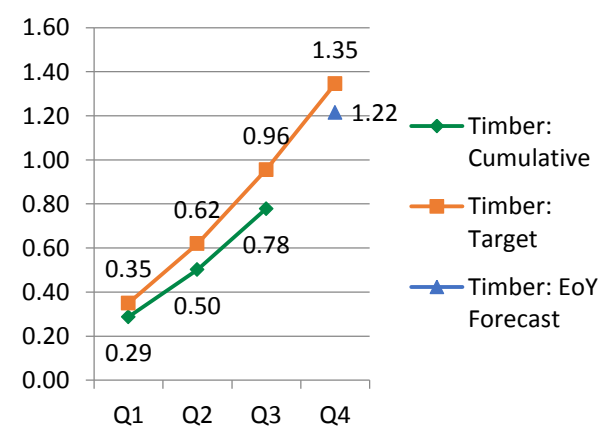
## Number of volunteer work years by year<sup>2</sup>



## Visitor Experience - Net Promoter Score - 3 Year Average of all sites



## Timber Production (million m<sup>3</sup> obs)



Woodland area - Annual measure - not updated.

Tree species - Annual measure - not updated.

Volunteers - Not updated since Q2.

Net Promotor Score - Updated to include scores received during winter 2019-20. This shows that the sites surveyed this year received a score of 80 compared to 78 last time (2016).

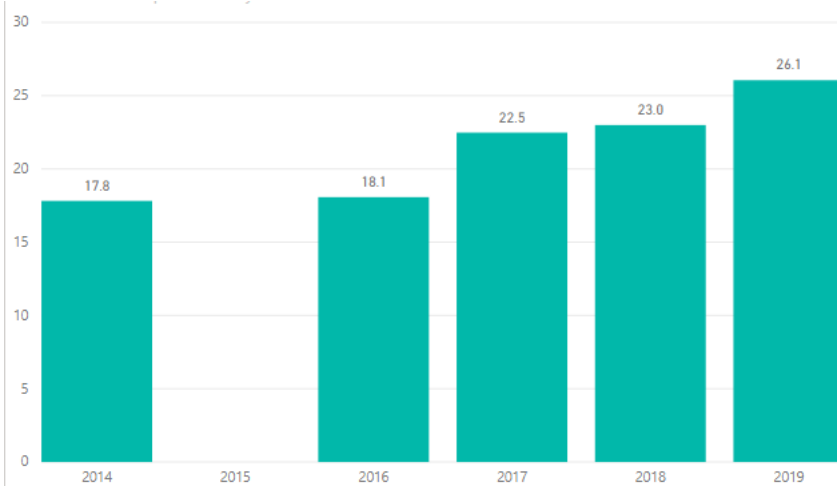
Timber - Updated to 2019-20 Q3

1. Woodland area will include some temporary and small-scale permanent open space within UKFS guidelines
2. 1 work year = 249.5 work days. 1 Work day = 7.4 hours
3. As % of woodland area

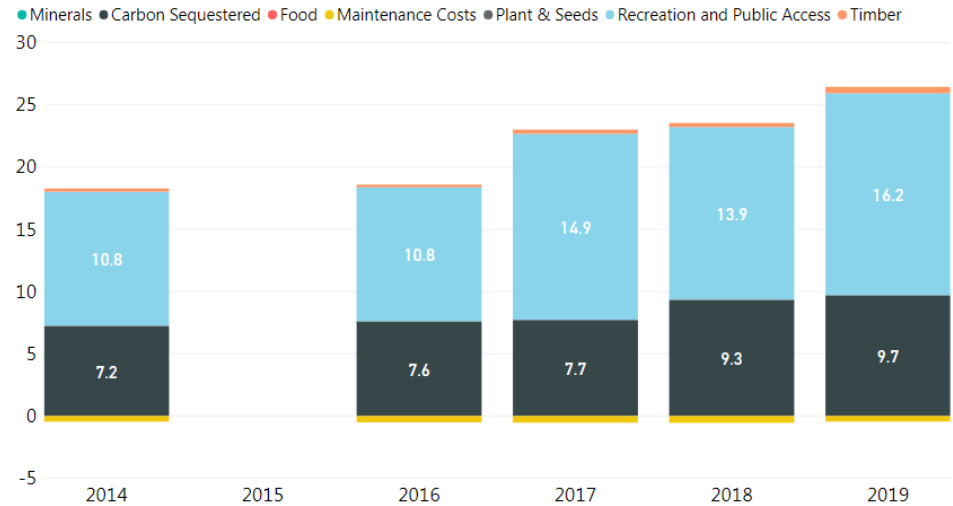
# Increasing Natural Capital

The Nation's Forests' natural capital value is increasing

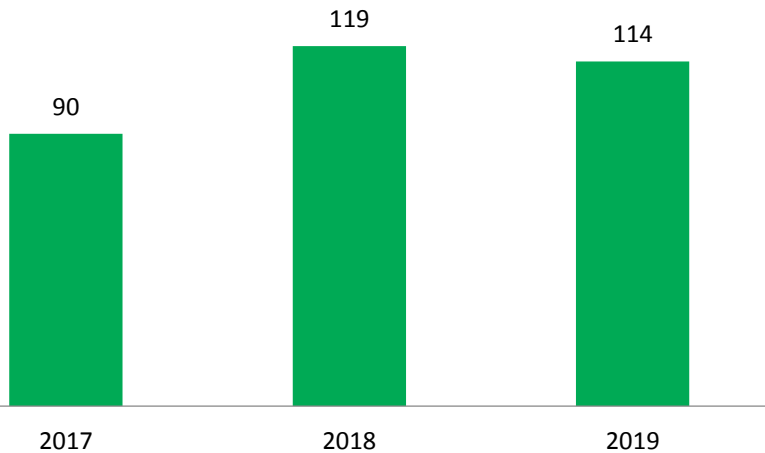
**Adjusted NCA Value<sup>1</sup> (£b)**



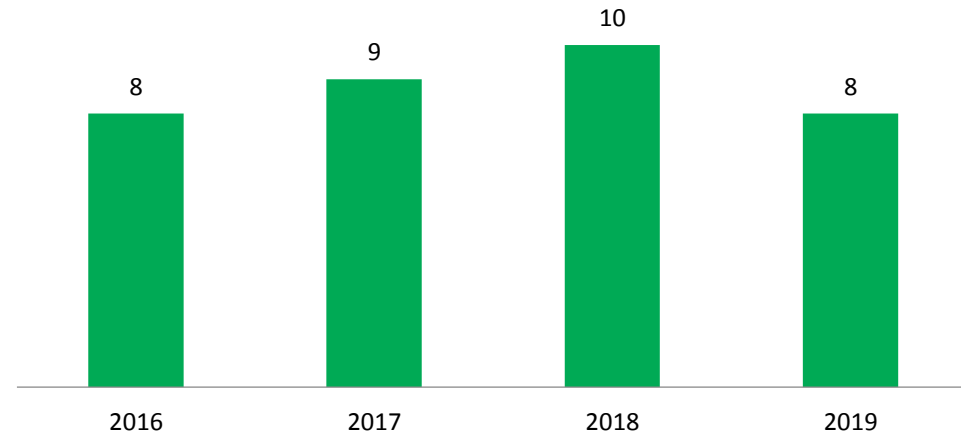
**Breakdown of NCA Value (£b)**



**Number of Items in Natural Capital Account Asset Register<sup>2</sup>**



**Number of Items in Natural Capital Account Monetary Flow Account**



Not updated since last scorecard

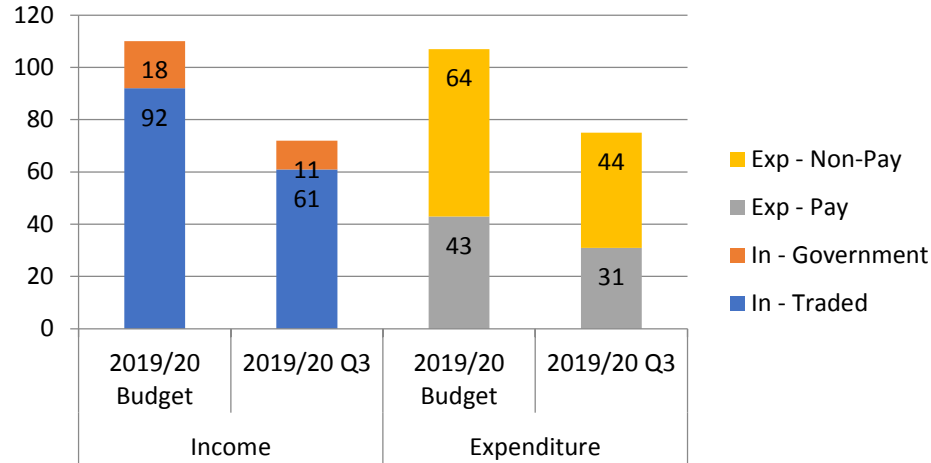
1. NC value increase largely results from developing NCA methodology as opposed to changes to forest management practices.
  2. No comparable Asset Register prior to 2016/17
- Our approach to Natural Capital and Natural Capital Accounting is evolving year-on-year. Methodologies develop, as do the inclusion of things we measure in this way.
  - This slide illustrates these 2 areas of development, manifested in an increased year-on-year Natural Capital Value over the last few years.



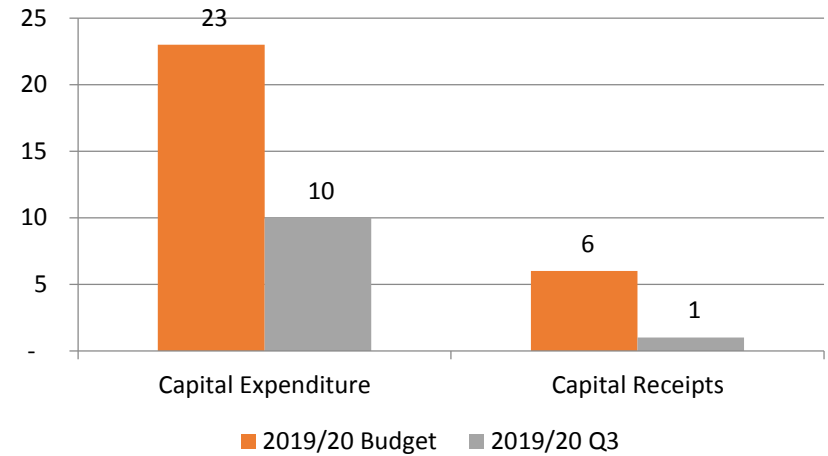


The Nation's forest estate is financially sustainable, standing on its own feet

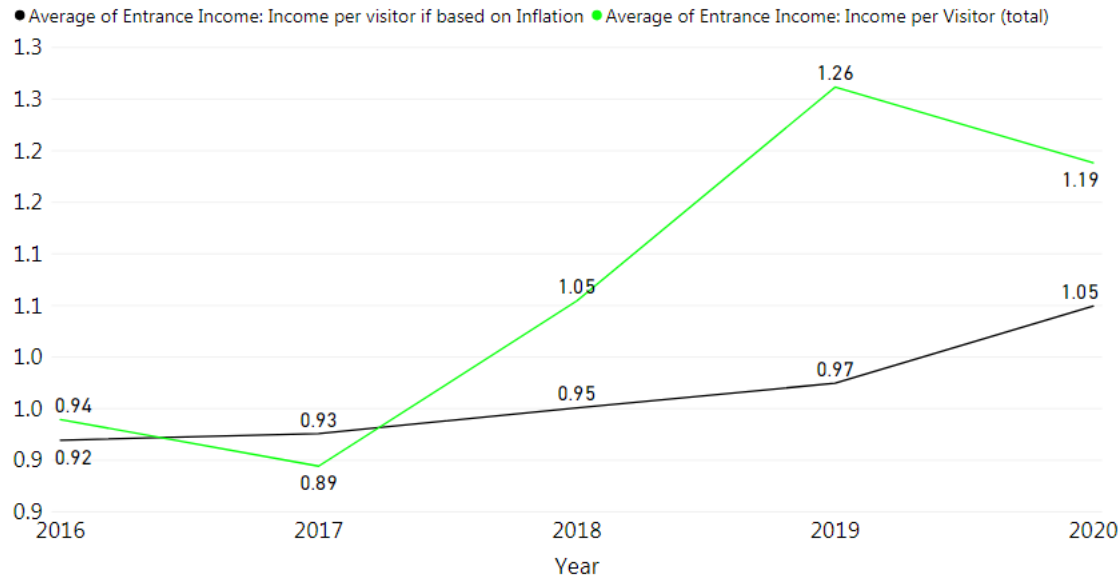
## Income & Expenditure (£m)



## Capital Investment (£m)



## Average Income per Hub Visit (£)

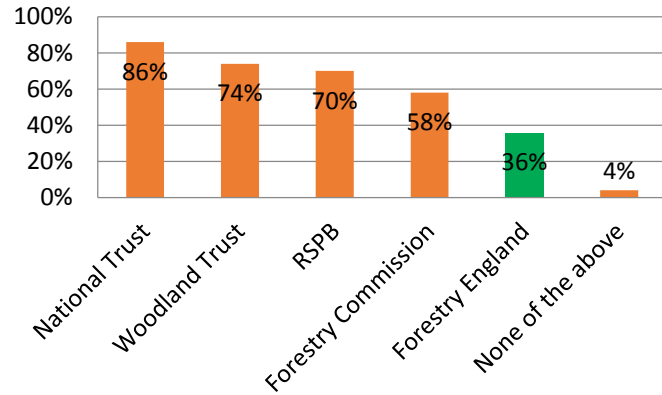


All updated for Q3

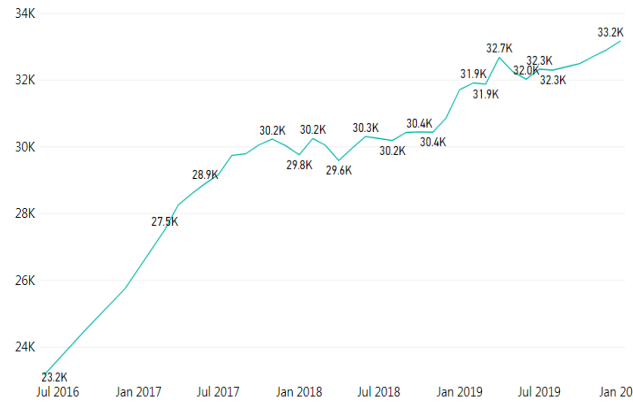
- Entrance Income per Visitor updated with Q3 visitor and income figures
- HQI&SF consists of graphic illustration of the top-level figures from the Finance Report and the Capital Investment Programme

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

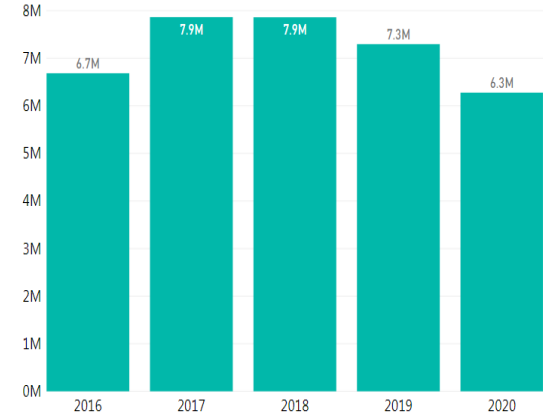
## Brand Awareness of Leading Land Managers<sup>1</sup>



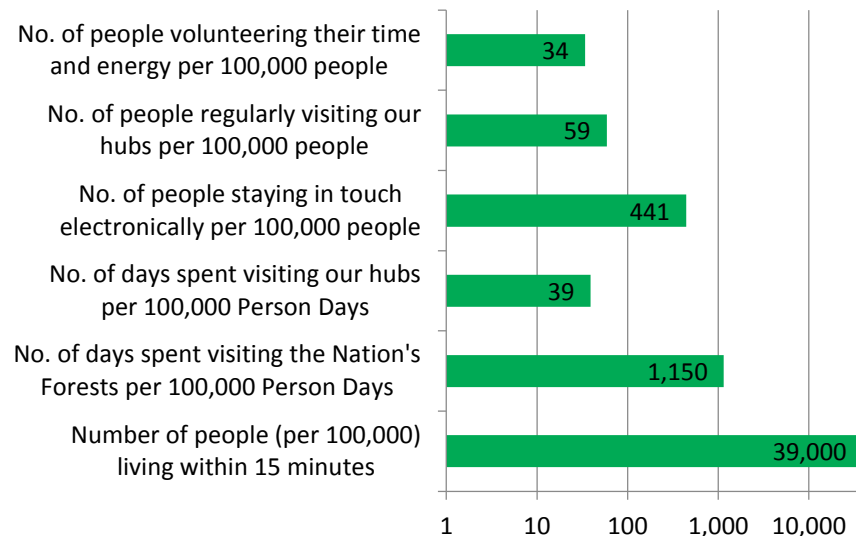
## Supporter Loyalty- Discovery Pass Membership



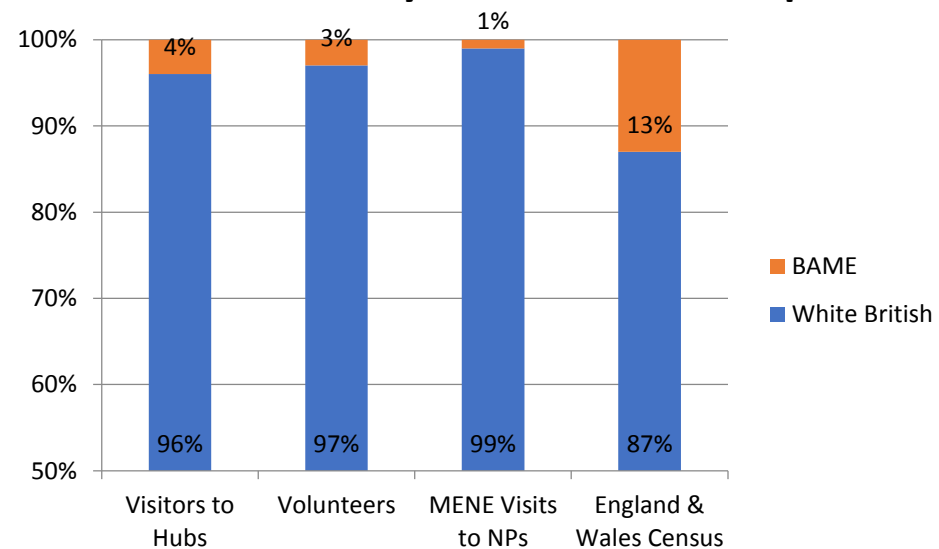
## Visits to main hubs



## Connection Choices



## Ethnic Diversity of Connected People



## 1. Survey September 2019

Brand Awareness - As of Q2

Supporter Loyalty - Updated for Q3

Visits to Main Hubs - Updated for Q3.

Connection Choices -Annual - not updated

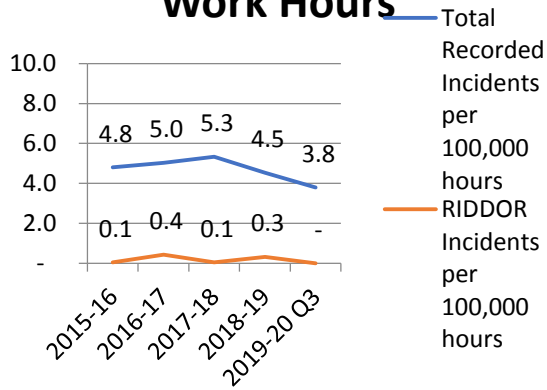
Ethnic Diversity of visitors - Annual - not updated

# Being an outstanding organisation

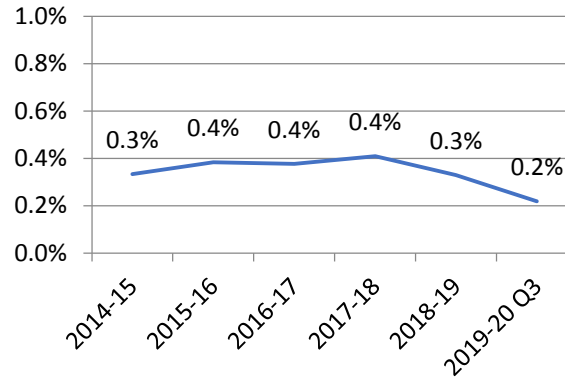
We are excellently led, motivated and skilled people.

We are supported to deliver and act with integrity.

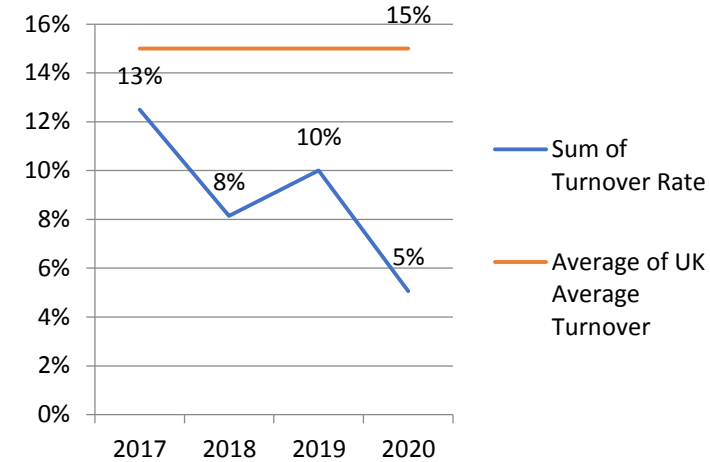
## Staff Safety - Accident Rate per 100,000 Work Hours



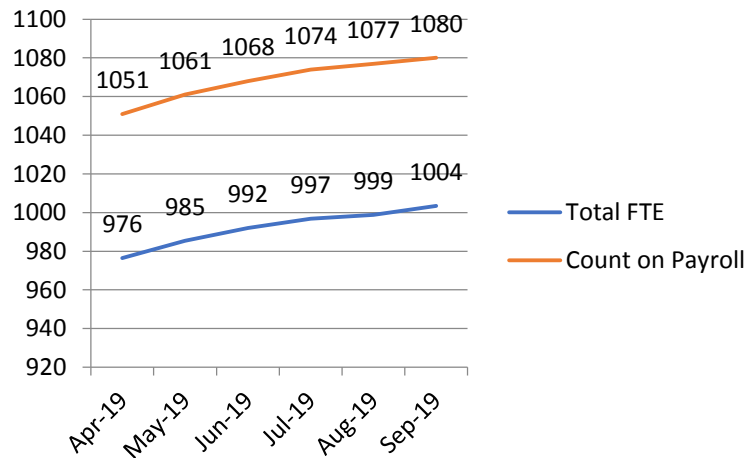
## Public Safety (Rate of reported incidents per total annual visits)



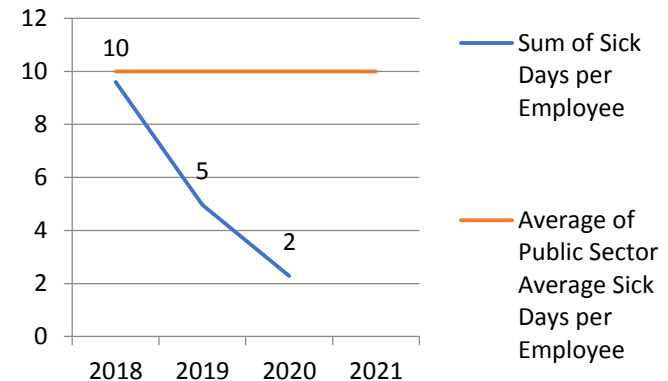
## Staff Turnover Rate



## Staff Head Count



## Staff Absence (average accumulated absence per employee)



Staff Safety - Updated for Q3

Public Safety - Updated for Q3

Staff Turnover Rate - Q2

Staff Head Count - Q2

Staff Absence - Q2

The 3 staff measures have not been updated as data has not been provided by HR for Q3.

- Current Vacant Posts - iTrent still unable to produce this figure - HR working with finance to align data which will allow development of this measure (removed from scorecard for now)



**Paper Title: Finance Report Month 10**

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**If you wish to request this paper please contact Rachel Mackintosh at  
[Rachel.mackintosh@forestryengland.uk](mailto:Rachel.mackintosh@forestryengland.uk)**



**Paper Title: Forestry England Business Plan**

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**Paper Title: Forestry England Business Plan Paper 4.1**

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**Paper Title:** Developing Key Performance Indicators for Forestry England  
**Author/Presenter:** John Stride - Policy & Insight Manager

**Paper Requirement**

Decision Required	For Approval	Steer required	Information Only	Commercially Sensitive
	X			

**Purpose and Recommendations**

This paper seeks approval for a performance evaluation framework for Forestry England. Secondary approval is also sought for the suite of measures included at different levels within this framework.

**1. Background**

We are undertaking a review of the Forestry England Key Performance Indicators (KPIs) as part of a wider refresh of Forestry Commission KPIs. These are organisational, long-term KPIs which should measure how well we are delivering on Forestry England’s stated purpose:

*To secure and grow the social, economic and natural capital value of the nation’s forests.*

In addition, the Forestry & Woodlands Policy Statement 2013 requires that the financial sustainability of the Estate should improve. Whilst the Policy Statement is due to be replaced later this year by the England Tree Strategy, the underlying need for the nation’s forests to be financial sustainability will continue.

The Forestry England Board and Executive Team have provided earlier comments on this subject, including an extensive range of measures that members feel are necessary for effective performance evaluation and to inform decision making. This feedback has helped to shape this next stage of this process.

The measures suggested through this feedback connect variably to different levels of decision making, be they organisation purpose, governance, strategic ambition or operational delivery.

## 2. Discussion

### Performance Evaluation Framework

Because there is a broad range of potential measures, we need to establish a clear structure for our performance evaluation. Measures need to be appropriate for their level (i.e. what they are evaluating) and there needs to be a clear connection from how we measure organisational outcomes through to operational delivery.

We propose a 3-tiered performance evaluation framework to provide structure and clarity to our approach including how and when we report measures at the different levels of evaluation.

Table 1: Proposed structure for performance evaluation framework

Evaluation of:	What type of measures support this:	Frequency of measuring and reporting:
Purpose <sup>1</sup> and key Policy requirements <sup>2</sup> .	Official Key Performance Indicators	Published annually
Strategy <sup>3</sup>	Strategic measures	Reported annually for the Board
In-year delivery	Operational Delivery measures	Reported quarterly for the Board (the evolving Scorecard)

Using measures from the evolving scorecard as well as those suggested through recent feedback, we have attributed measures to the various levels of the framework.

### Key Performance Indicators

The limited number of Key Performance Indicators are those measures that headline achievement against overall organisational purpose as well as key Policy requirements. They must be long-term measures, reportable annually and would be published as part of Forestry England's Annual Report and Account and a number as national statistics.

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<sup>1</sup> To secure and grow the economic, social and natural capital value of the nation's forests.

<sup>2</sup> Improved financial sustainability, [Government Forestry & Woodlands Policy Statement 2013](#), page 26.

<sup>3</sup> Superb forests; being an outstanding organisation; telling our story; high quality investments & sustainable finance and increasing natural capital.

Table 2: proposed Official Key Performance Indicators

Proposed Measure	What the measure consists of (unit of measurement)	Availability	Rationale
Size of the estate	Total Estate area and total woodland area (ha)	Available	This measure demonstrates achievement of the Ministerial statement 2017 not to allow any net reduction in the size of the public forest estate <sup>4</sup> .
Extent of self-financing	Percentage of traded income versus income received from government (%)	Available	This measure indicates the progress made to ensure the long-term financial sustainability of the nation's forests, as required by the 2013 Government Policy Statement <sup>5</sup> .
UKWAS accreditation	Maintenance of external accreditation (yes/no)	Available	This measure demonstrates high standards and sustainability of management of the forest assets in Forestry England's care.
Health & Safety	Staff accident rate and RIDDOR rate (per 100,000 work hours); public accident rate and RIDDOR rate (per visits to the estate)	Available	Included as a measure of excellence and responsibility of Forestry England, being a key organisation within one of the most dangerous industries in England.
Total Calculated Natural Capital Value	Value of Natural Capital Assets (£); value of in-year ecosystem flows (£)	Available	By including Natural Capital Value, we are illustrating the total value of our work and that of the nation's forests to society and the environment.

### Strategic Measures

Strategic measures are those that relate to the Strategic Objectives of the organisation: Superb forests; being an outstanding organisation; telling our story; high quality investments & sustainable finance and increasing natural capital.

<sup>4</sup> Hansard 7 November 2017 <https://www.parliament.uk/business/publications/written-questions-answers-statements/written-statement/Commons/2017-11-07/HCWS229/>

<sup>5</sup> Government Forestry & Woodlands Policy Statement 2013, page 28

Strategic measures help inform the Board when setting direction for the organisation’s strategy and work. Strategic measures are more numerous than KPIs and would be reported and discussed annually.

Table 3: proposed strategic measures

Proposed Measure	What the measure consists of (unit of measurement)	Availability
Breakdown of Natural Capital Value	Value of individual components of NCV (£); value of individual ecosystem service flows (£)	Available
Planting trends	Individual species (number); broad habitat types (ha); planned/actual restocking (ha); planned/actual woodland creation (ha)	Available
Condition of sites protected for nature conservation	SSSI condition (% of units; % of ha)	Available
Condition of sites protected for historic cultural value	Historic features condition (% of total)	Available
How people engage with the nation’s forests	Connection choices (rates per 100,000 people)	Available
Diverse People	Measures TBC but to include staff and visitors	Under development
Public awareness	Brand recognition and understanding	Available
Customer satisfaction	Net Promoter Score (number) / Customer satisfaction (TBC)	Available
Business sustainability	Greenhouse gas emissions (tonnes CO <sub>2</sub> e); waste (tonnes to landfill/incineration/recycling)	Available
Diverse Forests	Shannon index of tree species diversity (index)	Available
Volunteers	Total hours worked (number); breakdown by activity and geography (number); diversity of volunteers (%); volunteer turnover	Available
Income per visit	Spend per visit to hubs (£)	Available

### Delivery Measures

Delivery measures are the in-year measures related to key areas of the business. These would be reported quarterly in the evolved Scorecard to enable the Board insight into business operation and to enable assurance and/or challenge.

Table 4: Proposed delivery measures

Proposed Measure	What the measure consists of (unit of measurement)	Availability
Employee turnover	Percentage of employees leaving Forestry England (%)	Available
Employee absence	Average sick days per employee (number)	Available
Employee headcount	Total staff headcount (number); Total Full Time Equivalent roles (number)	Available
Visits to the nation's forests	Visits to hubs (number); visits to whole estate (number)	Available; whole estate would need development
Memberships	Total Discovery Pass holders (number); Total membership holders (number)	Available
Timber production	Cumulative timber production (m <sup>3</sup> ); EoY timber production forecast (m <sup>3</sup> ); Cumulative timber sales (£); EoY timber sales forecast (£)	Available
Health & Safety	Staff accident rate and RIDDOR rate (per 100,000 work hours); public accident rate and RIDDOR rate (per visits to the estate)	Available
Size of the estate	Total Estate area and total woodland area (ha)	Available
Extent of self-financing	Percentage of traded income versus income received from government (%)	Available
Financial Position	High level income (traded and government) v. budget (£); high level expenditure (pay and non-pay) v. budget (£); capital expenditure v. budget (£); capital receipts v. budget (£)	Available

For discussion and approval

Approval is sought from the Board for:

1. The proposed structure for new performance evaluation framework for Forestry England as shown in Table 1;
2. The proposed suite of measures to populate the framework (Tables 2, 3 and 4).

**3. Resource implications**

1. Approval of the performance evaluation structure itself demands no additional resource;
2. The generation and maintenance of the proposed suite of measures is deliverable from within the current resource of the Policy and Insight team.

### **3. Risk Assessment**

No organisational risk associated with this proposal at this time.

### **4. Equality Impact Assessment**

Not applicable to the proposal.

### **5. Communications**

Communications will be needed in order to update key stakeholders in this process, including:

- Executive Team update of Board response
- Forest Services and Forestry Commission update of Board response

**John Stride**

**Forestry England Policy & Insight Manager**



**Paper Title: Forest Holidays**

**Under the freedom of information act 2000, exempt information this paper has been withheld from publication as per Section 43(2): Prejudice to commercial interests.**

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