

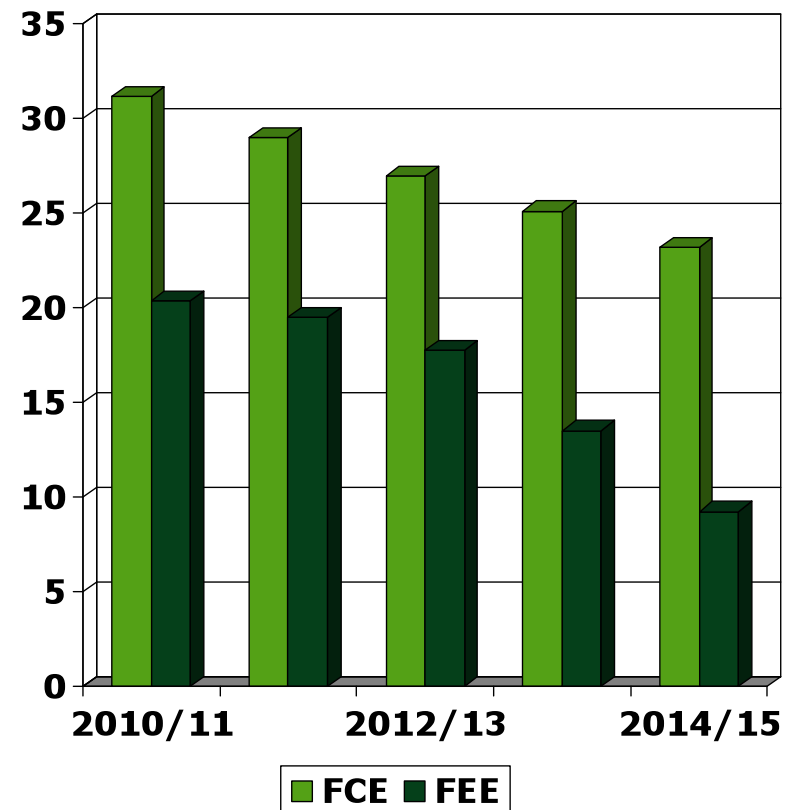
Shaping the Future of Forestry Commission England

The way forward to 2015

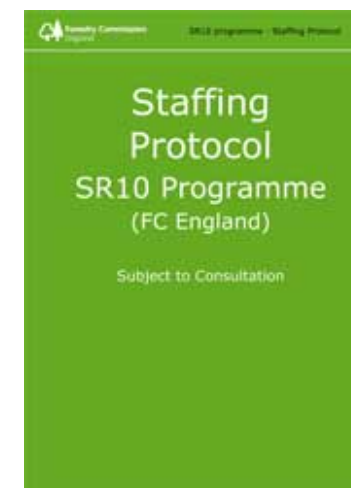
Presentation for all staff 23rd May 2011

- Reduction in Defra funding by 25% by 2014/15
- Stopping the use of land sales as means to balance the books (currently £8m per annum)
- Change what the Forestry Commission delivers and how it is delivered to reflect the Government's new policies and approach.

Change in Funding (£m)



- Cannot continue with small incremental changes – significant reform is essential so that we remain fit for purpose
- Launched staff consultation on 2nd February
 - Extended at the request of the FCTU
- Consultation closed on 1st April and we have now revised proposals in light of feedback and other work
- Consultation on Shared Services and England Corporate Functions is still to begin.



- FC is a successful organisation, delivering a wide range of benefits – but we are facing unprecedented change
- Our settlement with Defra requires us to reduce our resources budget by 25%
- We need to re-shape our organisation so that we are fit for the future - your input has helped us to improve our plans – thank you
- We encourage your ongoing participation in shaping our new ways of working
- We appreciate everyone's ongoing hard work and your commitment to our values.

- Today is to present to all staff and FCTU:
 - Revised plans following consultation
 - Updated Staff Protocol
 - Headline Implementation Plan
- These build on the presentation given in February and feedback to the consultation
- Seek to confirm as much detail as we can do at this stage
- Further changes will follow once:
 - Further work is completed, and
 - After the Shared Services and Corporate Functions consultation
- We may need to make some changes earlier than we currently anticipate

- An excellent response to the consultation
 - Over 500 responses from individuals, teams and the Trade Unions
 - 88% from individuals
 - 12% from groups
 - 67% from Forest Enterprise staff
 - 26% from Forest Services staff
 - 7% from others
- We have made a number of significant changes as a result
- Further detailed suggestions will be incorporated as part of the detail of the implementation plans.

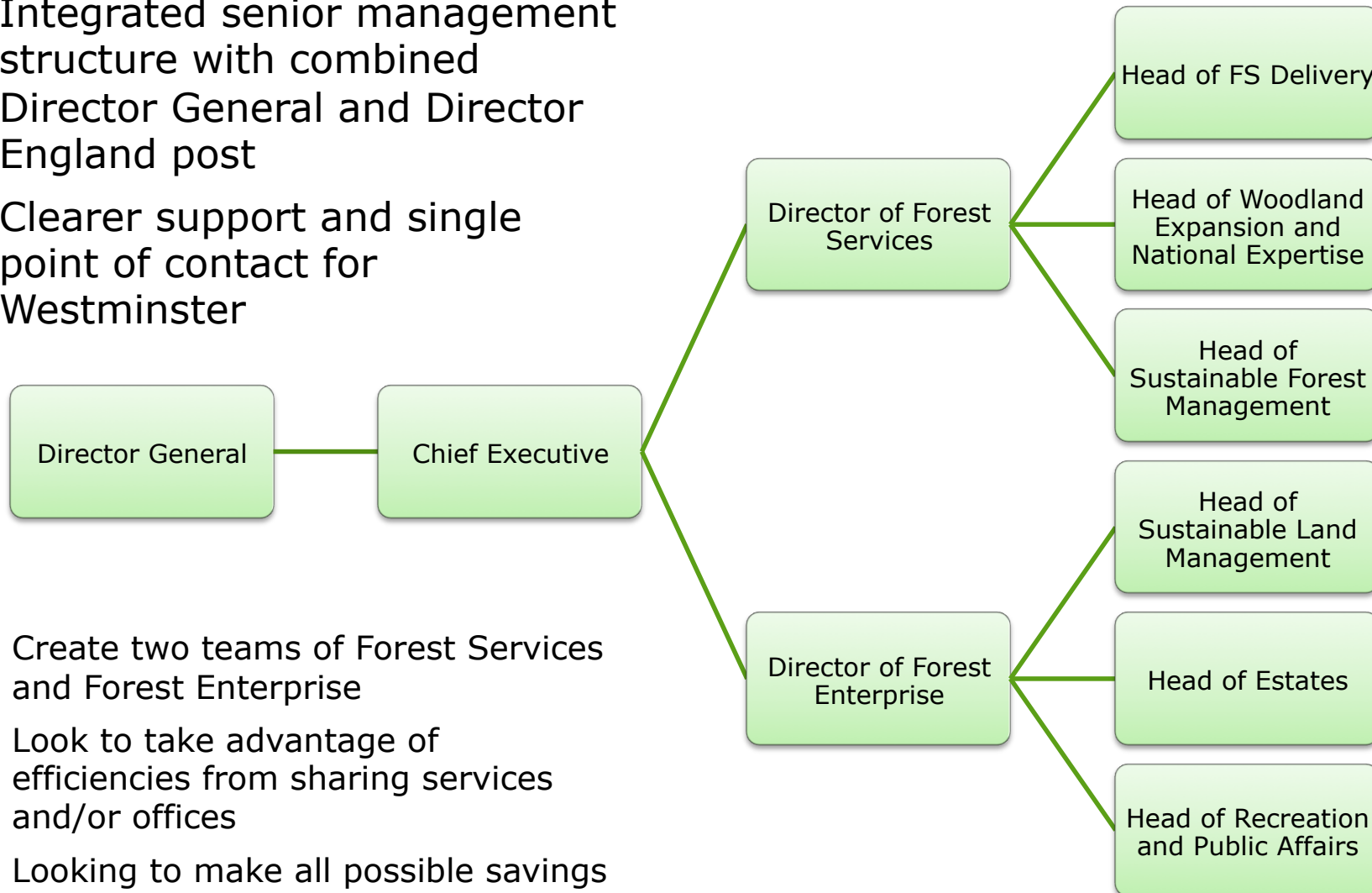
FC England Overview

- By April 2015 the Forestry Commission in England has evolved in its **scale, remit and approach**, to lead the delivery of Government policy for trees, woods and forests, whilst achieving deficit reduction funding targets and to be resilient so as to continue to be able to deliver into the future.



- We will focus on:
 - **Protection:** protecting the woodland resource and increasing its resilience, for example, to pests, diseases and the impact of climate change
 - **Improvement:** improving the woodland resource to enhance benefits including biodiversity, landscape quality and a range of other ecosystem services
 - **Expansion:** Promote and incentivise the planting and natural regeneration of trees, woods and forests of the right type in the right place
- We will deliver this by:
 - **Empowerment and Engagement:** empowering and enabling people to engage with trees, woods and forests, so that they can determine the benefits that they wish to see delivered
 - **Economic Activity:** promoting a competitive, thriving and resilient forestry sector alongside a wide range of private sector business partners.

- Integrated senior management structure with combined Director General and Director England post
- Clearer support and single point of contact for Westminster



- Create two teams of Forest Services and Forest Enterprise
- Look to take advantage of efficiencies from sharing services and/or offices
- Looking to make all possible savings and efficiency gains to minimise staff losses.

* Includes Senior Staff Group, and Pay Band 1s with a national role and excludes England Corporate Functions and other reporting responsibilities, in England or elsewhere

The Way Forward for Forest Services

- Move to a 5-area structure each led by an Area Director and based on amalgamated regional boundaries
- Delivery and partnership / expertise teams based within these areas and with a greater lead in sub-national or national roles
- Woodland Officers (numbers maintained) with refreshed roles to reflect the new delivery framework and based locally to reflect their working areas
- Administrative teams *primarily* organised in hubs and managed from the national office. Some additional work is required before a final conclusion.

- A national expertise team organised around ecosystem services and with greater distribution of expert roles to local teams and recognition and use of the expertise within local teams
- Combined Strategic Development Team in the national office supporting the whole of FS (national and local delivery).
- A single Management Board consisting of 4 senior Forest Services posts with representation from local delivery teams from an Area Director on a rotating basis
- Proposals may need some adaptation when the Independent Forestry Panel has reported and Ministers have responded.

- Our approach remains consistent with the consultation document as a high proportion of our activities are:
 - statutory duties
 - existing or new programmes endorsed by Ministers and
 - directly reflecting FC's own delivery framework or
 - ensuring technical expertise at the local and national levels
 - focusing on doing things differently – e.g. different ways of administering grants and others delivering for us
 - or doing less e.g. reduced manner
- But responds to consultation feedback e.g.:
 - further work on implementing admin hubs
 - using existing regional boundaries
 - respecting the Midlands as an entity
 - Providing northern representation.

- A refined 5 area structure, each led by a PB2 Area Director (one change of Main office from Delamere to Penrith – with EA and NE)
- Reflect and combine existing regional boundaries
- Delivery and Partnership / local expertise teams based within those areas, with some lead expertise roles
- Woodland officers (numbers maintained) with refreshed roles based locally to reflect their working areas
- Management Structures in areas reflecting reasonable spans of control
- Administrative teams primarily organised in hubs and managed from the national office.



**Map of new Forest Services Areas
and main offices for national,
area and admin hub services**



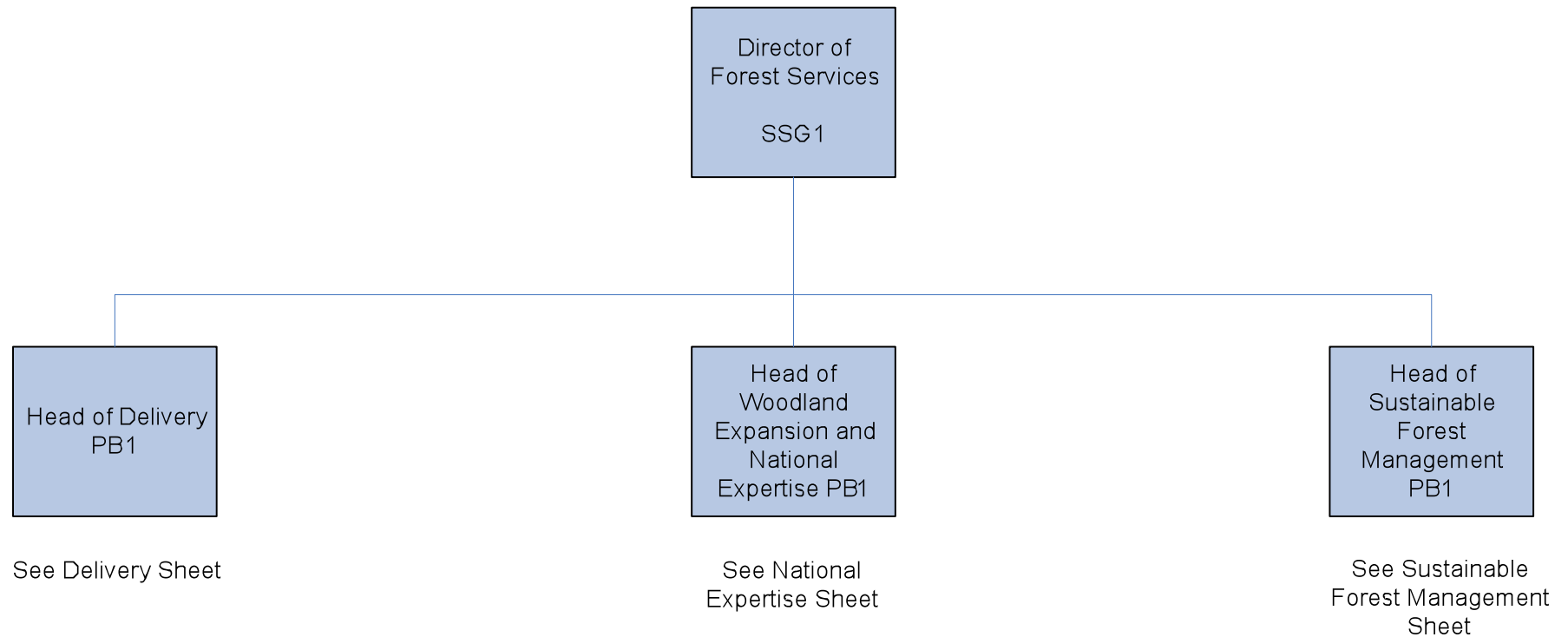
Area	Main office and Administrative Hubs (at 14/15)	Offices in which Administration of Forest Services will cease by 14/15
National	• Bristol	
South West	<ul style="list-style-type: none"> • Exeter on Defra site or at FE Buller's Hill as co-located office • <i>Exeter Administrative Hub</i> 	<ul style="list-style-type: none"> • Coleford • Mamhead
South East, London and Chilterns	<ul style="list-style-type: none"> • Alice Holt co-located with Forest Research • London sub-office co-located with Defra • <i>Alice Holt Administrative Hub</i> 	<ul style="list-style-type: none"> • Wendover • Bedgebury
East and East Midlands	<ul style="list-style-type: none"> • Santon Downham co-located with FE • <i>Santon Downham Administrative Hub</i> 	<ul style="list-style-type: none"> • Sherwood • Market Rasen • Tangham • Fineshade
Yorkshire and North East	<ul style="list-style-type: none"> • York co-located with FE, Defra and NE • <i>York Administrative Hub</i> 	<ul style="list-style-type: none"> • Rothbury • Hamsterley • Wheldrake (May 2011)
North West and West Midlands	<ul style="list-style-type: none"> • Penrith . Main office – co-located with EA and NE • <i>Worcester Administrative Hub</i> 	<ul style="list-style-type: none"> • Peil Wyke • Delamere • Ludlow

FTE Totals Payband	FY 2010/11	FY 2014/15	FTEs in 2014/15 as % of FTEs in 2010/11	Reduction in number of FTE from 2010/11 to 2014/15
SSG 1	1.00	1.00	100%	0.00
PB1	4.00	3.00	75%	1.00
PB2	17.00	12.00	71%	5.00
PB3	26.17	22.00	84%	4.17
PB4	30.23	26.00	86%	5.23
PB5	19.91	16.50	83%	3.41
PB5 (Ops)	45.53	46.00	101%	(+0.47)
PB6a	2.75	0.00	0%	2.75
PB6b	63.59	45	69%	18.59
PB7	0.36	0.00	0	0.36
Totals	210.55	171.59	81%	38.96

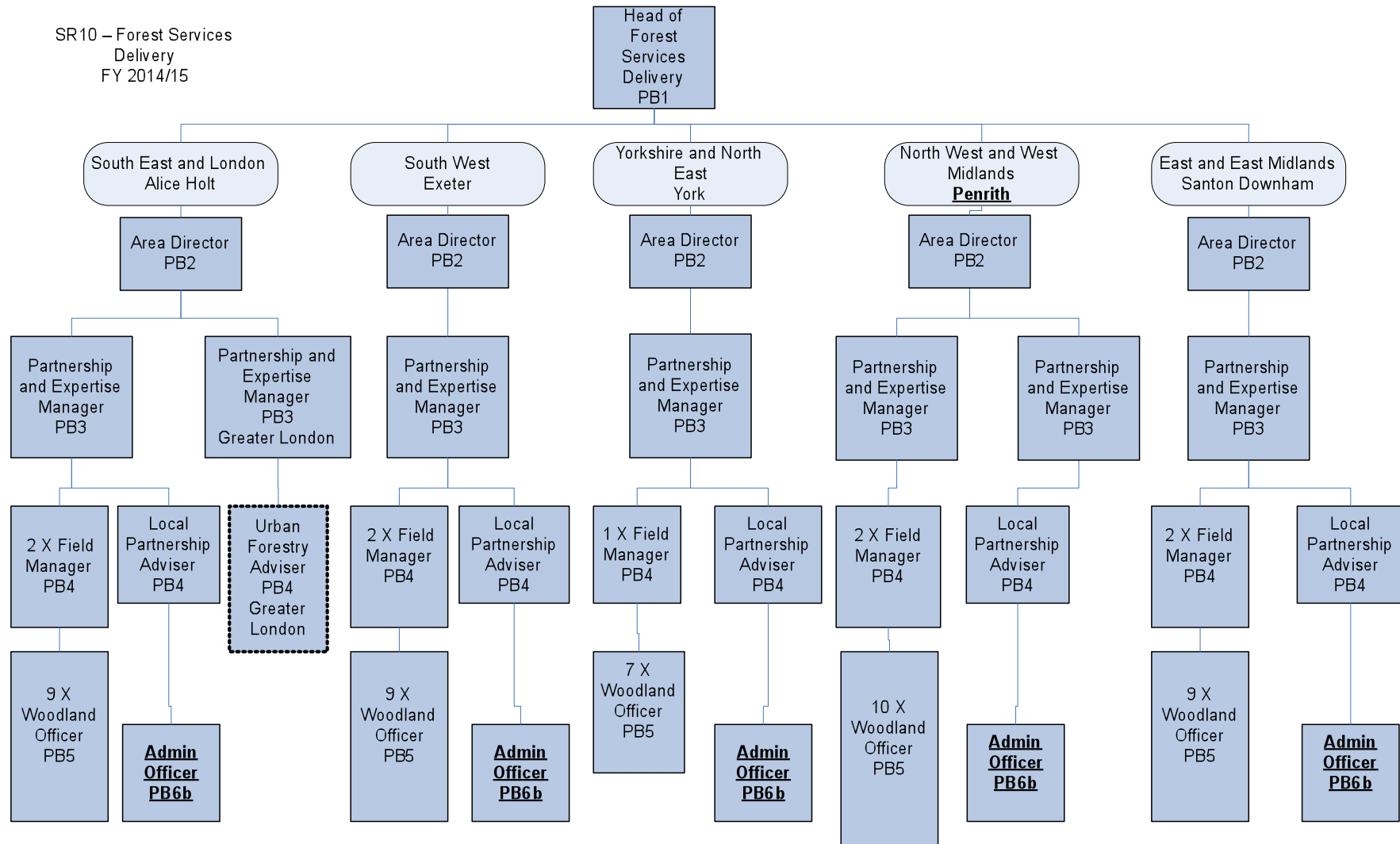
- **National Expertise Team** based on ecosystem services with greater distribution of expertise roles to local teams
- **Sustainable Forest Management Team**
- **Strategic Development Team** supporting all FS national and local delivery
- Single Management Board (4 senior FS posts, with rotating Area Director representation).

SR10 – Forest Services Management Board

FY 2014/15



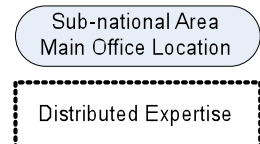
SR10 – Forest Services
Delivery
FY 2014/15



Notes

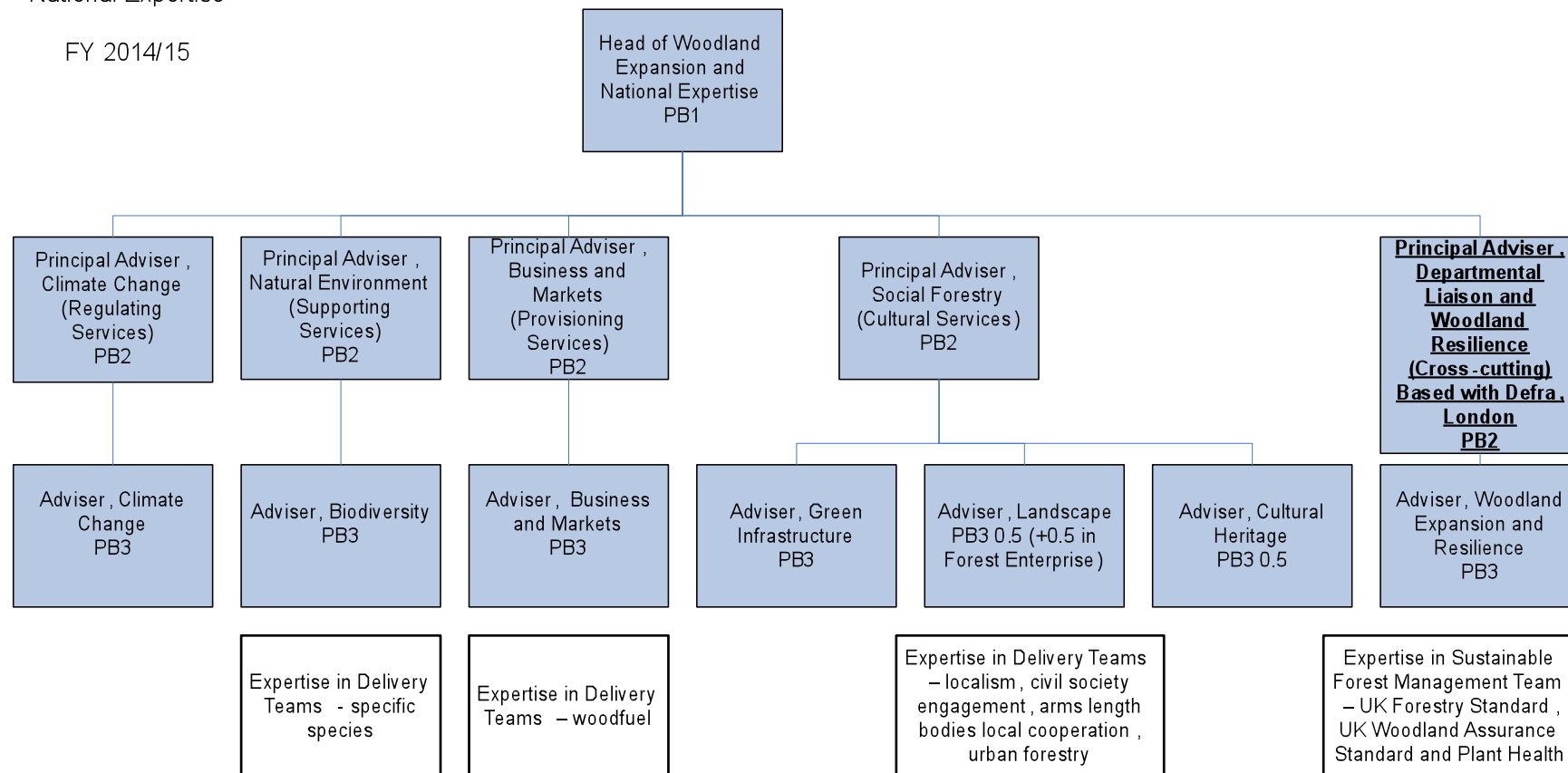
1. In North West and West Midlands a main office location change compared to the consultation proposal is planned. This involves basing the Area office at Penrith (co-location with Environment Agency and Natural England) instead of Delamere. This is subject to further work and discussion with Defra Estates. Penrith will not perform an admin hub function; it remains the intention to site one of the national admin hubs at Worcester, which can also provide office facilities for local Forest Services field and adviser staff.
2. In all Areas, Directors will be given discretion to recommend to the Forest Services Board other office base(s) for small numbers of key staff at PB3-PB5 levels within localism teams. This will be where it is necessary for operational and representation business needs to base staff in certain regions of the country. This is expected to involve co-location at some Forest Enterprise office locations, as well as Arm's Length Body and other partner organisations.
3. Distributed expertise (national lead roles associated with particular sub-national posts) may also apply at PB2, PB3 and PB5 levels, as well as at PB4.
4. 44 Woodland Officer PB5 posts include 2 posts which have a substantial plant health remit that can be combined with elements of the grants and regulations field role. These 2 posts have been allocated, one in the South West and one in the North West and West Midlands, reflecting anticipated plant health risks and workloads.
5. Admin Officer PB6b capacity in each area team based with each Director is not currently fixed at 1.0 FTE; it is subject to further work and refinement involving development of admin hubs and associated staffing.

Key



SR10 – Forest Services
National Expertise

FY 2014/15



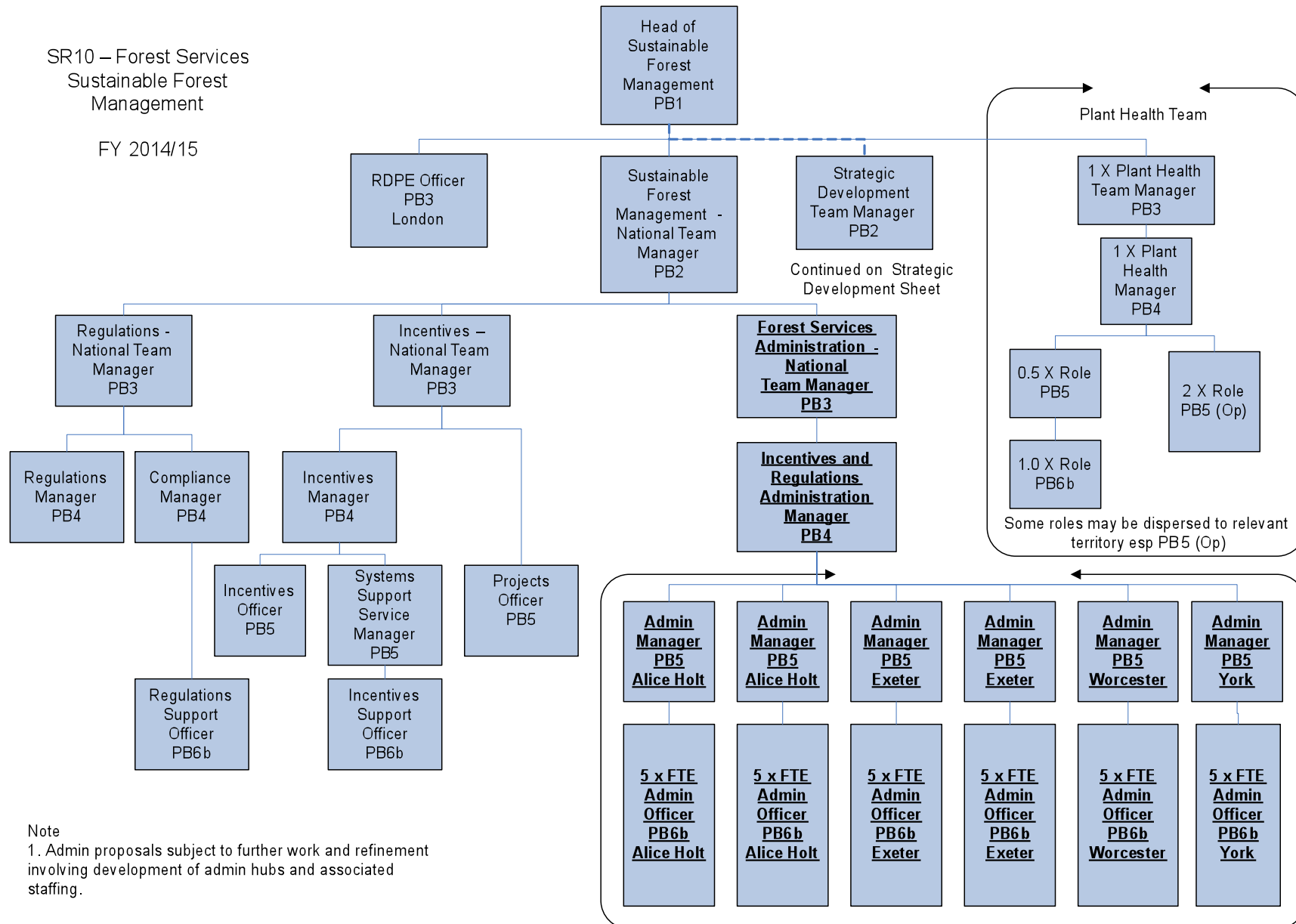
Note

1. The National Expertise team is organised along ecosystem services lines . The team provides national level advice and runs national scale initiatives for enabling frameworks . The team works closely with the Strategic Development team on national scale change initiatives. Business management services are provided by the central business management team .

2. Principal Adviser , Departmental Liaison and Woodland Resilience post is subject to further consideration of national office – delivery team – administrative support balance , line management of Adviser , Woodland Expansion and Resilience may change as a consequence .

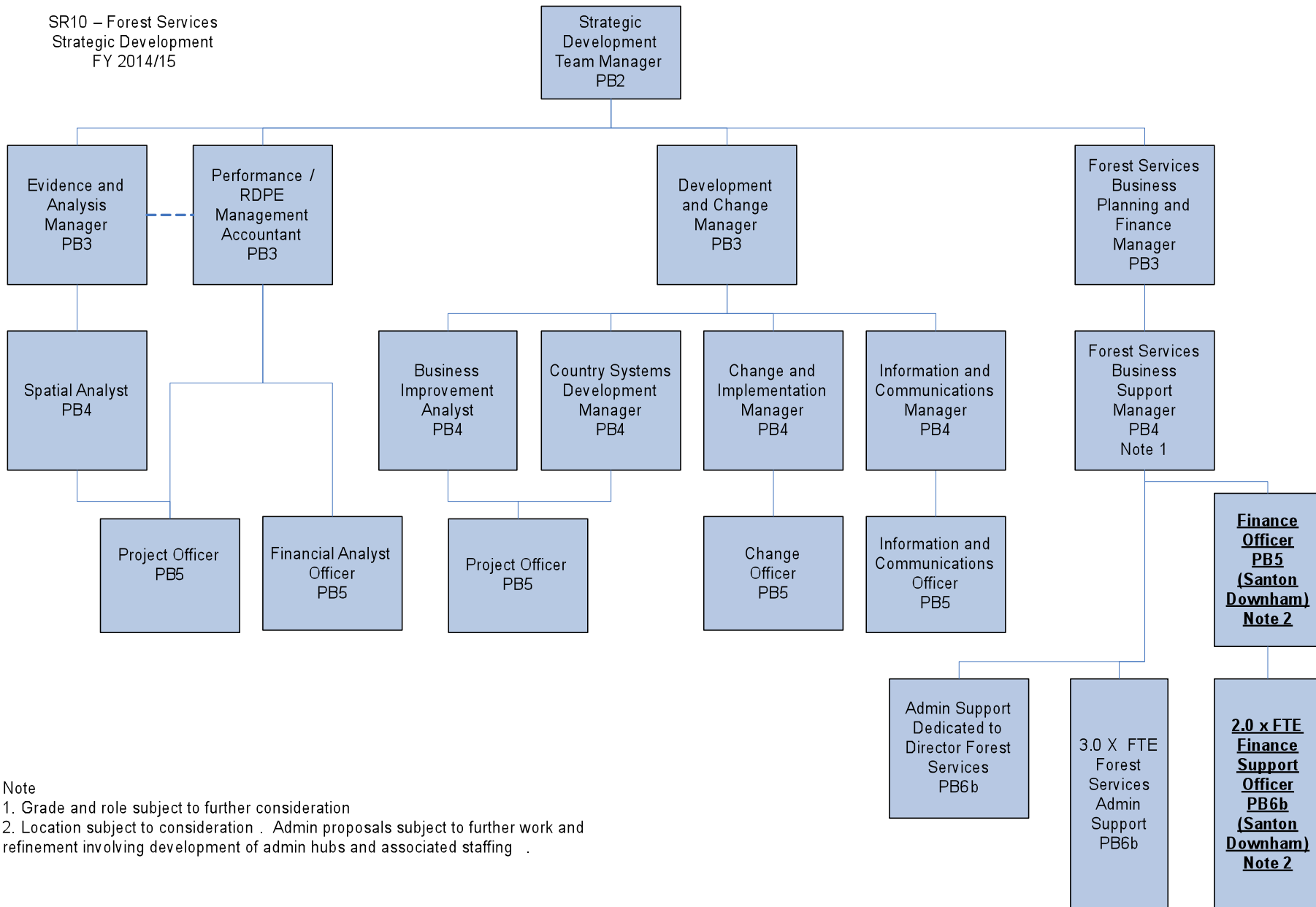
SR10 – Forest Services
Sustainable Forest
Management

FY 2014/15



Note
1. Admin proposals subject to further work and refinement involving development of admin hubs and associated staffing.

SR10 – Forest Services
Strategic Development
FY 2014/15



Note

1. Grade and role subject to further consideration
2. Location subject to consideration . Admin proposals subject to further work and refinement involving development of admin hubs and associated staffing .

- Structure
 - Administration balance between admin hubs and main offices (to conclude by Sept 11)
 - further consider admin capacity beyond current G&R workload assessment
 - Processes for ensuring continued good customer care incorporated in implementation
- Some decisions delegated to local managers, e.g.
 - Details of staff locations and FJPs
 - Hot-desks for teams etc
 - Normal business plan changes.

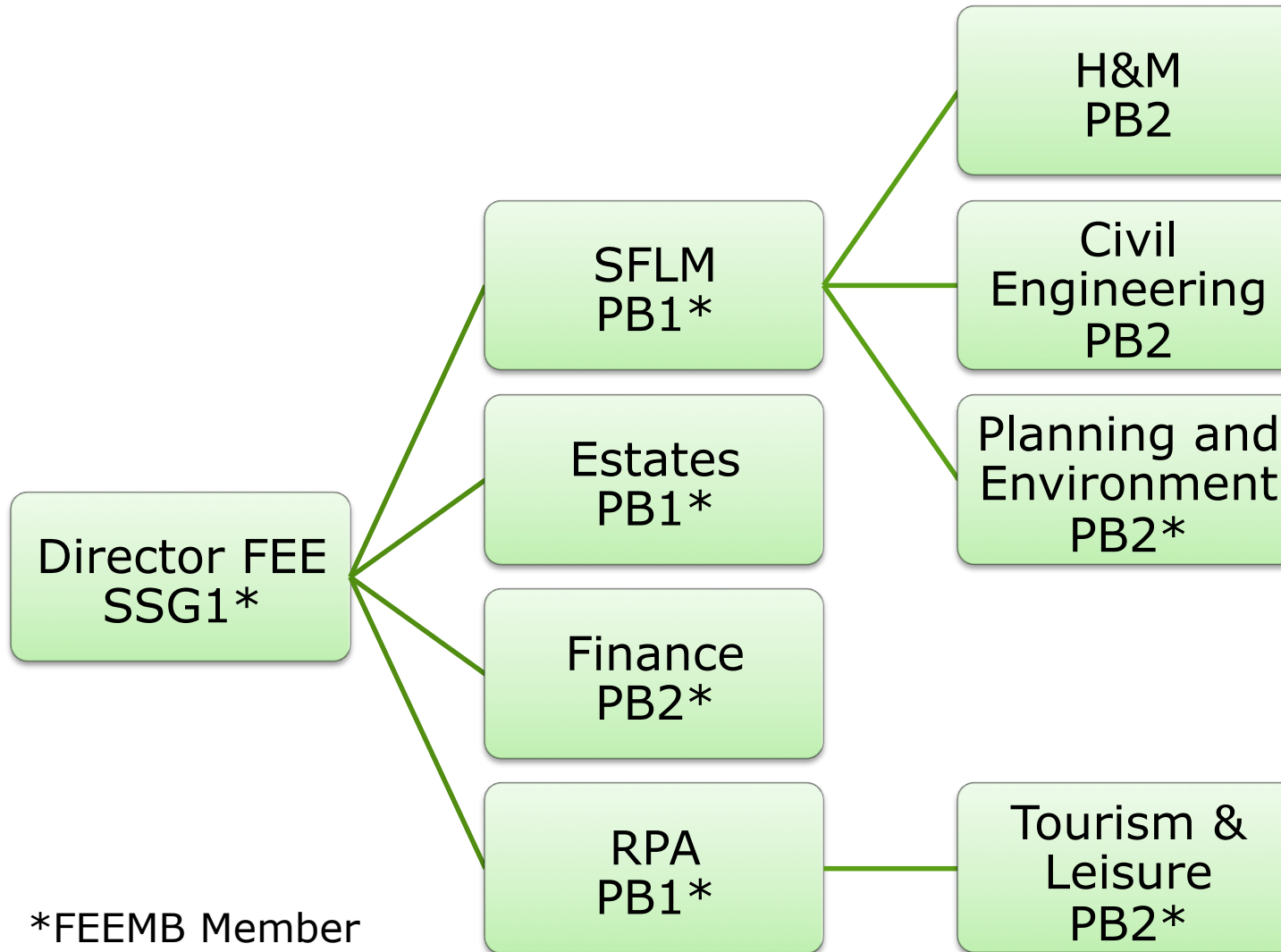
The Way Forward for Forest Enterprise

- Move to 6 Forest Districts, but a modified structure following consultation
- Beat structures remain at the heart of the proposals
- No changes to previously proposed main or sub-offices
- Maintain an additional management unit (as currently) for Westonbirt (with head of unit having a role in all tree collections)
- Include staff required to manage total current area of the FC Estate.

- Civil Engineering to remain as a National functional unit
- Incoming work from Business units/shared services not yet included
- Proposals may need some adaptation when the Independent Forestry Panel has reported and Ministers have responded.

- A modified structure of 6 Forest Districts
 - Replace proposal to create a 'Moors & Lakes' FD & a reduced 'Kielder FD' with two FDs comprised of:
 - **North England** - all existing Kielder FD + Bowland and Cumbria parts of NW England FD
 - **Yorkshire** – based on North York Moors FD existing boundaries
 - Move Savernake into West England District
 - Minor alterations to other proposed boundaries:
 - Warwickshire woods from Central to West
 - South Bedfordshire woods from Central to East





- **National Office**
 - Main Office at Bristol (shared with Forest Services etc)
 - Sub Office at York (shared with Forest Services)
- **Forest Districts**
 - Three levels of office
 - Main FD Office (FMD, most senior team and admin)
 - Sub Office (PB4 or above and probably some admin)
 - Beat Office (PB5 and generally no admin)

Management Unit	Main Office	<ul style="list-style-type: none"> • Sub-Offices • Beat Offices 	Office Closures
National	Bristol	<ul style="list-style-type: none"> • York (new office with Forest Services) 	<ul style="list-style-type: none"> • Clifton Moor
North	Bellingham	<ul style="list-style-type: none"> • Grizedale • Spadeadam • Gisburn • Hamsterley • Whinlatter and Peil Wyke 	<ul style="list-style-type: none"> • Rothbury • Dunsop Bridge
Yorkshire	Pickering	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • None
Central	Sherwood	<ul style="list-style-type: none"> • Cannock • Delamere • Fineshade • Market Rasen • Bamford or Rosliston 	<ul style="list-style-type: none"> • Bourne Wood • Silverstone • Bentley
East	Santon Downham	<ul style="list-style-type: none"> • Bedgebury • Tangham • Wendover • Thames Chase 	<ul style="list-style-type: none"> • None
South	Lyndhurst	<ul style="list-style-type: none"> • Farnham (Alice Holt or Bucks Horn Oak) • Micheldever • Eartham • Wareham 	<ul style="list-style-type: none"> • None
West	Coleford	<ul style="list-style-type: none"> • Haldon • Ludlow • Wyre • Savernake • Halwill • Quantocks • Dunmere or Cardinham 	<ul style="list-style-type: none"> • Bellever
Westonbirt	Westonbirt	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • None

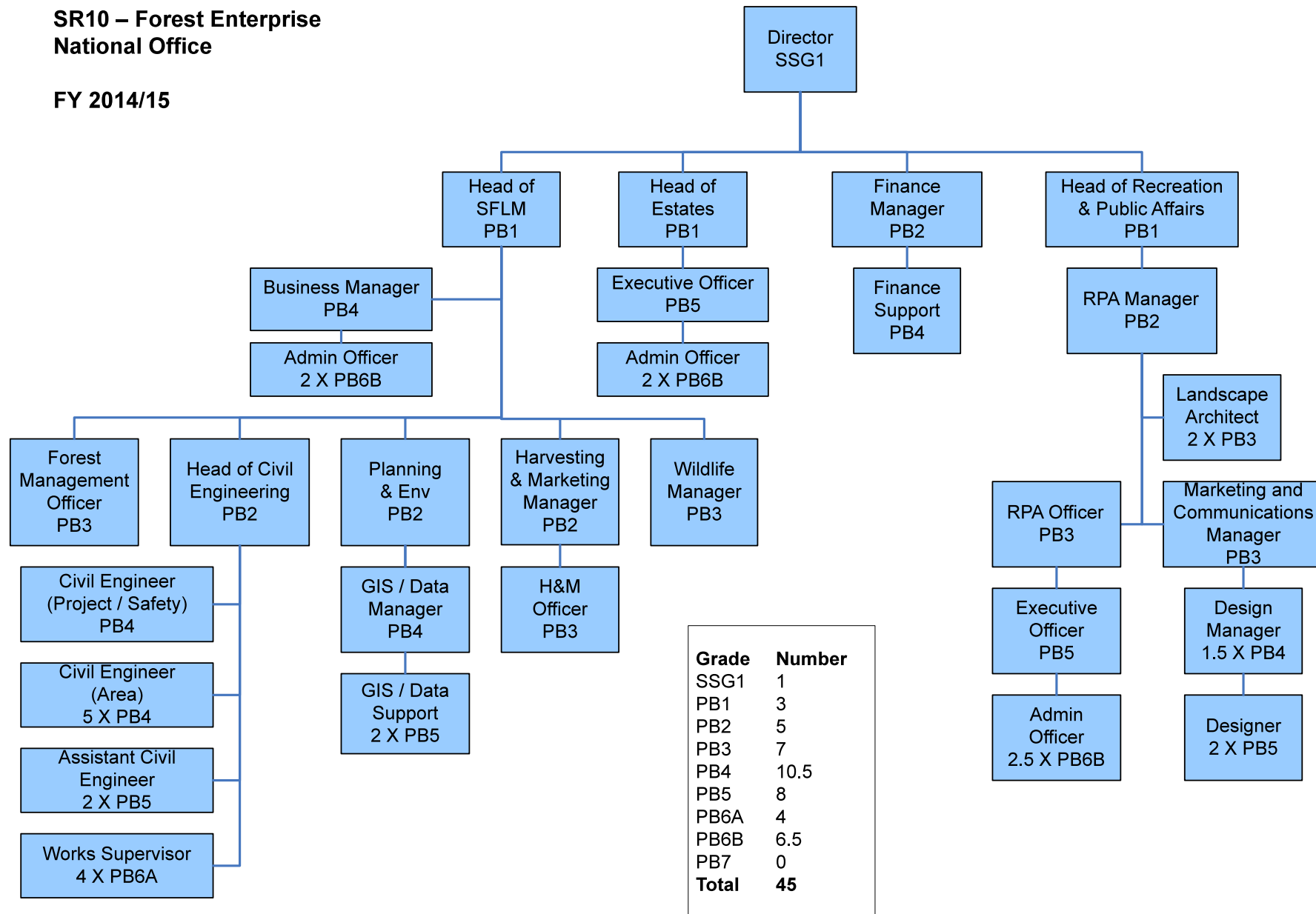
- 10/11 baseline: 872 (full time equivalent - FTE)
- Staff number in Consultation proposal = 617 FTE
- Following consultation staff number has been revised to 661 FTE. Revised proposal includes:
 - Retain beat-level staff to enable management of all current estate area,
 - provision of a small number of additional specialist posts to provide capacity for future development,
 - responses to Consultation comments on individual posts,
 - correction of anomalies and errors in previous proposed structure,
- Staff numbers in some activities remain subject to ongoing Projects:
 - Admin, Wildlife, Learning, Retail.

- Some changes have been made to Pay Bands, including for FMDs, following feedback and further analysis of job roles, to better reflect existing arrangements and provide more consistency
- Job titles have been rationalised from 122 to 86
- Contracts of employment and shift and working patterns have been reviewed for RPA staff. New draft standard contracts are being prepared to reflect typical working arrangements for consultation with the FCTU
- **Staff savings will contribute up to half of the required financial improvement.** Significant cash programme savings or income improvements will also be required.

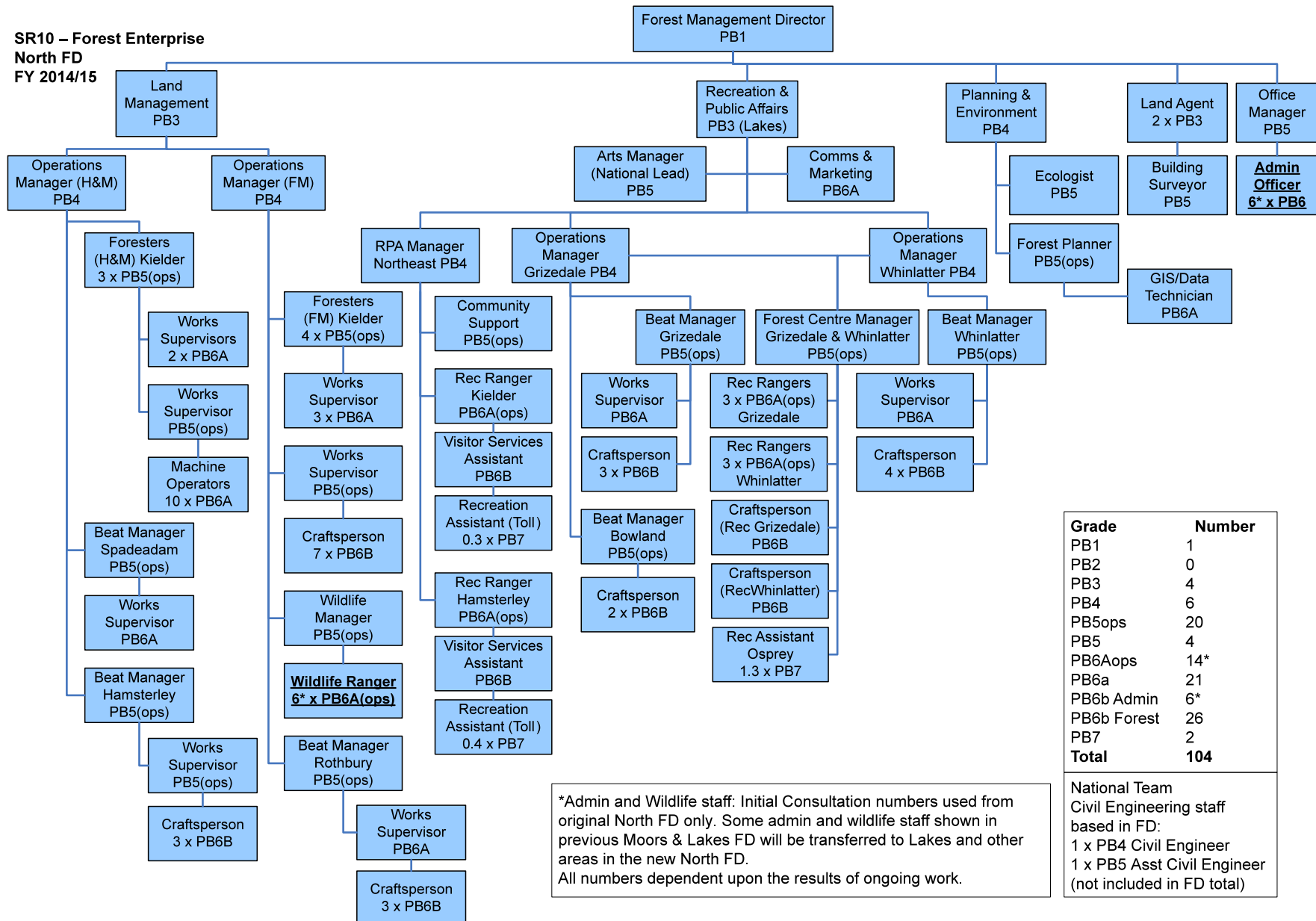
FTE Totals Payband	FY 2010/11	FY 2014/15	% of 2010/11	Reduction in number of FTE from 2010/11 to 2014/15
SSG 1/1A	2.00	1.00	50%	1.00
PB1	4.00	6.00	150%	(+2.00)
PB2	15.8	9.00	57%	6.80
PB3	25.4	28.00	110%	(+2.60)
PB4	67.45	47.9	71%	19.55
PB5 (Ops and non Ops)	163.84	127.6	78%	36.24
PB6a (Ops and non Ops)	271.05	218.2	81%	52.85
PB6b	287.97	212.50	74%	75.47
PB7	35.10	11.00	31%	24.1
Totals	872.61	661.2	76%	211.41

**SR10 – Forest Enterprise
National Office**

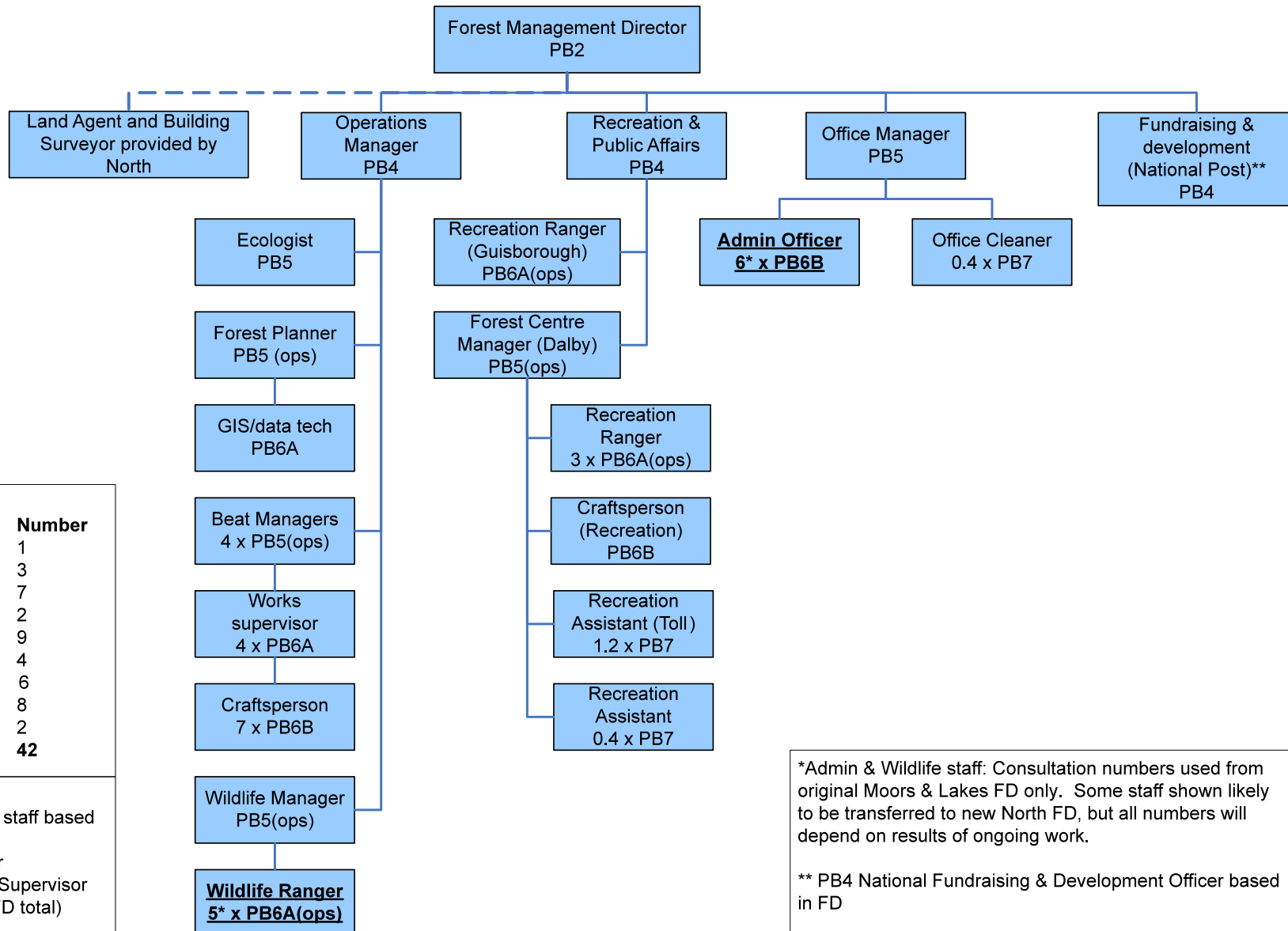
FY 2014/15



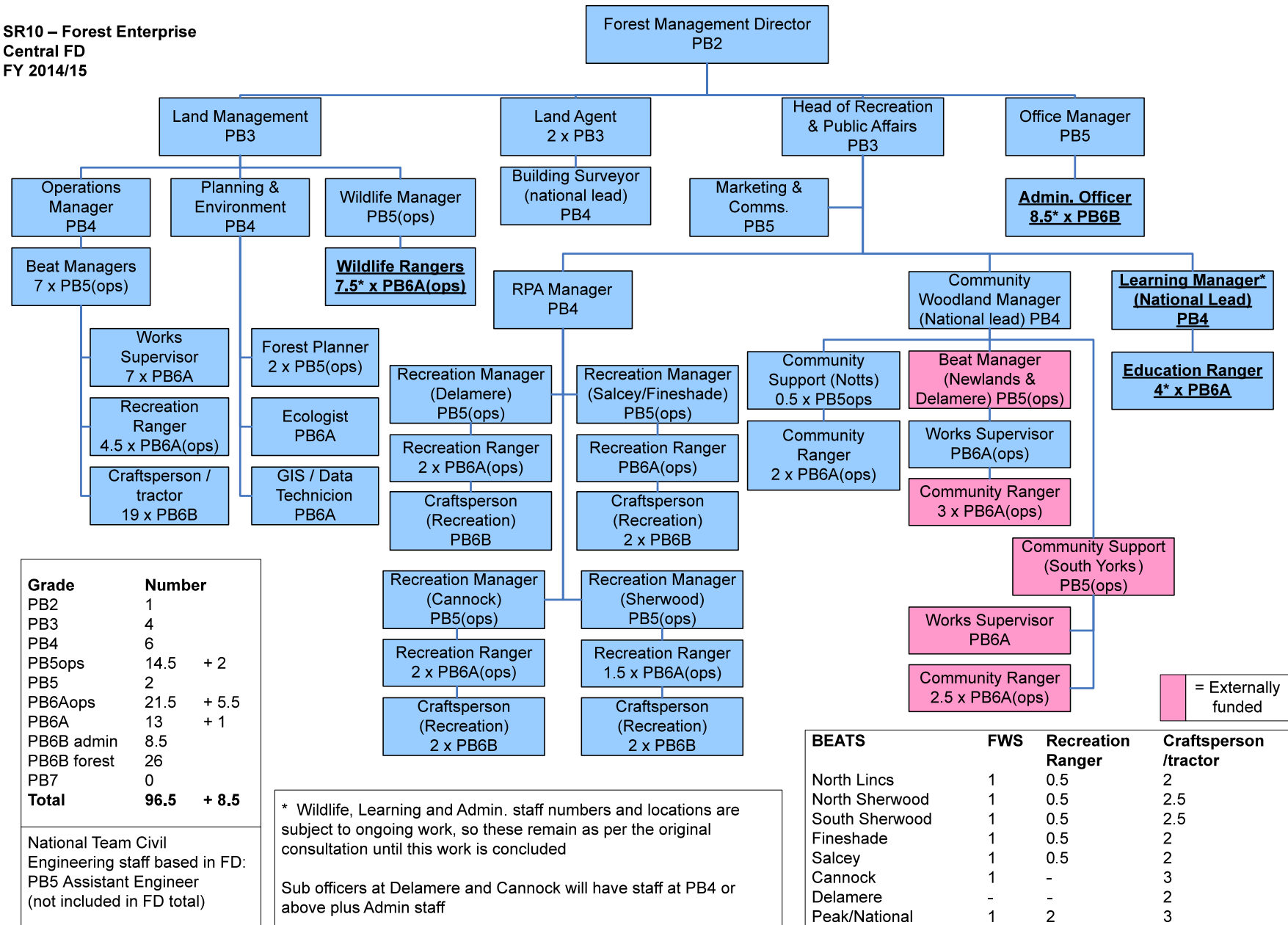
**SR10 – Forest Enterprise
North FD
FY 2014/15**



SR10 – Forest Enterprise
Yorkshire FD
FY 2014/15



SR10 – Forest Enterprise
Central FD
FY 2014/15



Grade	Number	
PB2	1	
PB3	4	
PB4	6	
PB5ops	14.5	+ 2
PB5	2	
PB6Aops	21.5	+ 5.5
PB6A	13	+ 1
PB6B admin	8.5	
PB6B forest	26	
PB7	0	
Total	96.5	+ 8.5

National Team Civil Engineering staff based in FD:
PB5 Assistant Engineer (not included in FD total)

* Wildlife, Learning and Admin. staff numbers and locations are subject to ongoing work, so these remain as per the original consultation until this work is concluded

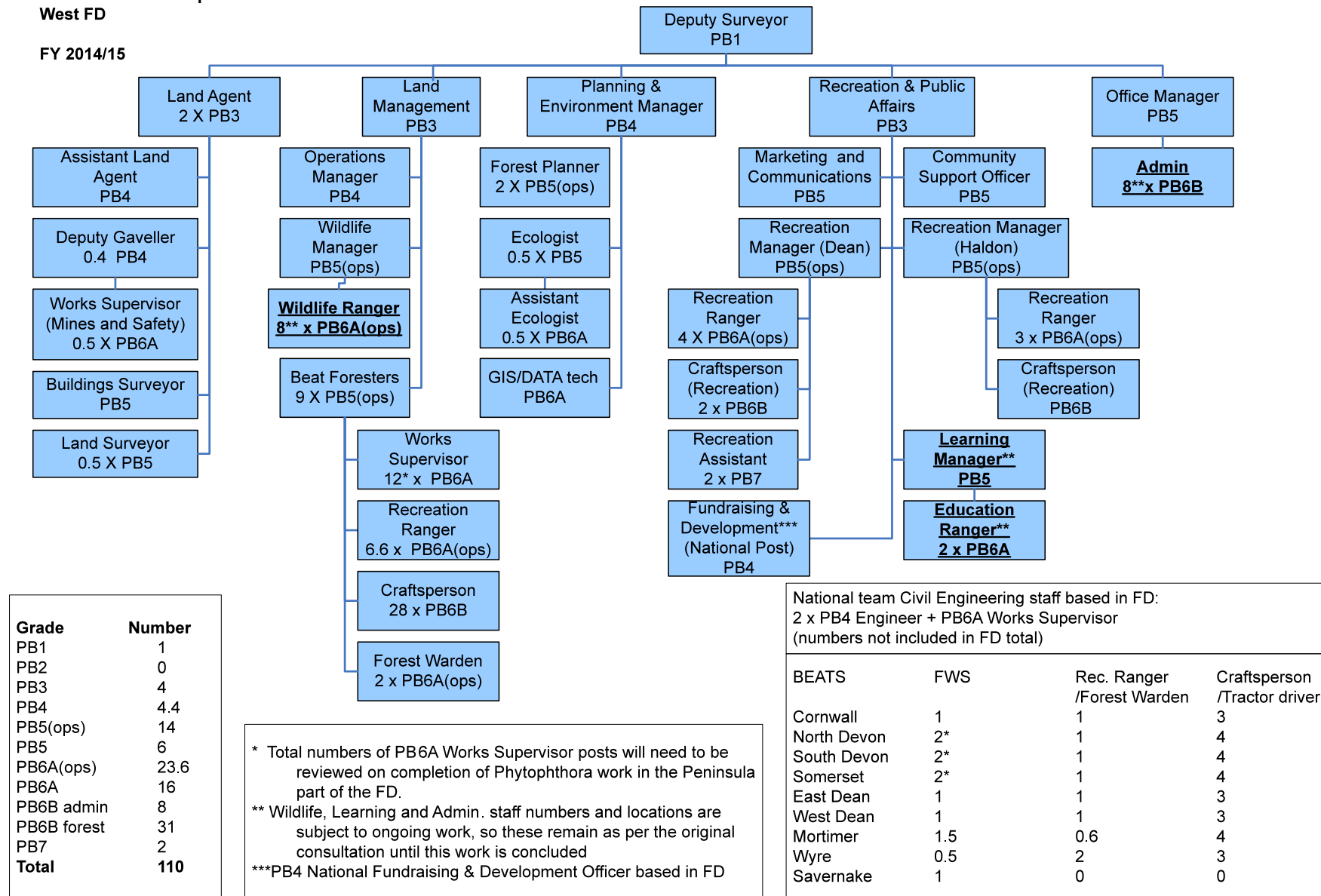
Sub officers at Delamere and Cannock will have staff at PB4 or above plus Admin staff

BEATS	FWS	Recreation Ranger	Craftsperson /tractor
North Lincs	1	0.5	2
North Sherwood	1	0.5	2.5
South Sherwood	1	0.5	2.5
Fineshade	1	0.5	2
Salcey	1	0.5	2
Cannock	1	-	3
Delamere	-	-	2
Peak/National	1	2	3

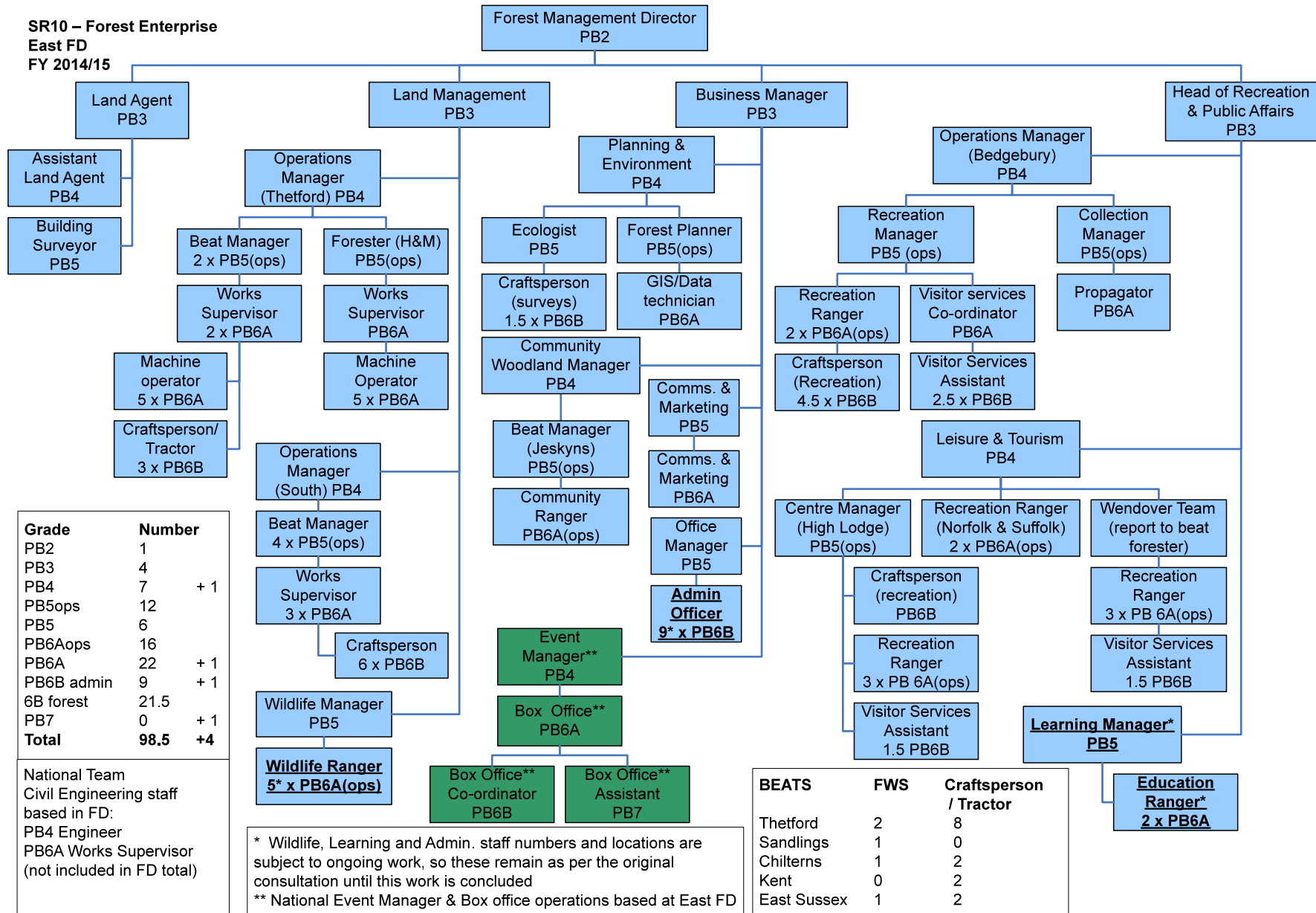
 = Externally funded

SR10 – Forest Enterprise
West FD

FY 2014/15



SR10 – Forest Enterprise
East FD
FY 2014/15



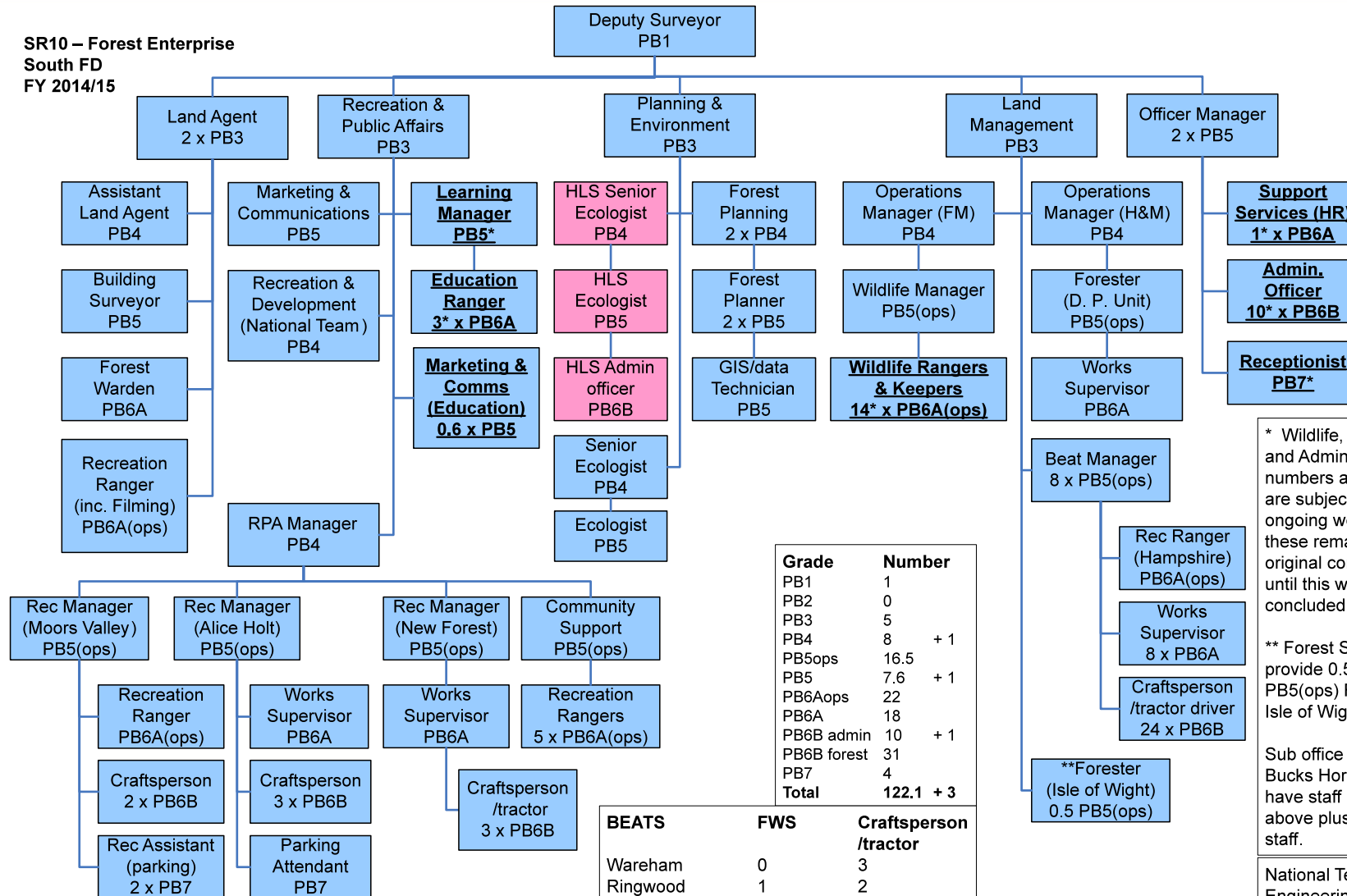
Grade	Number	
PB2	1	
PB3	4	
PB4	7	+ 1
PB5ops	12	
PB5	6	
PB6Aops	16	
PB6A	22	+ 1
PB6B admin	9	+ 1
6B forest	21.5	
PB7	0	+ 1
Total	98.5	+4

National Team
Civil Engineering staff based in FD:
PB4 Engineer
PB6A Works Supervisor (not included in FD total)

* Wildlife, Learning and Admin. staff numbers and locations are subject to ongoing work, so these remain as per the original consultation until this work is concluded
** National Event Manager & Box office operations based at East FD

BEATS	FWS	Craftsperson / Tractor
Thetford	2	8
Sandlings	1	0
Chilterns	1	2
Kent	0	2
East Sussex	1	2

SR10 – Forest Enterprise
South FD
FY 2014/15



Grade	Number
PB1	1
PB2	0
PB3	5
PB4	8 + 1
PB5ops	16.5
PB5	7.6 + 1
PB6Aops	22
PB6A	18
PB6B admin	10 + 1
PB6B forest	31
PB7	4
Total	122.1 + 3

BEATS	FWS	Craftsperson /tractor
Wareham	0	3
Ringwood	1	2
New For Open	1	5
New For North	1	2
New For South	1	4
Hampshire	2	3
Sussex & Surrey	1	2
Chiddingfold	1	3

 = Externally funded

* Wildlife, Learning and Admin staff numbers and location are subject to ongoing work, so these remain as the original consultation until this work is concluded.

** Forest Services to provide 0.5 x PB5(ops) Forester for Isle of Wight.

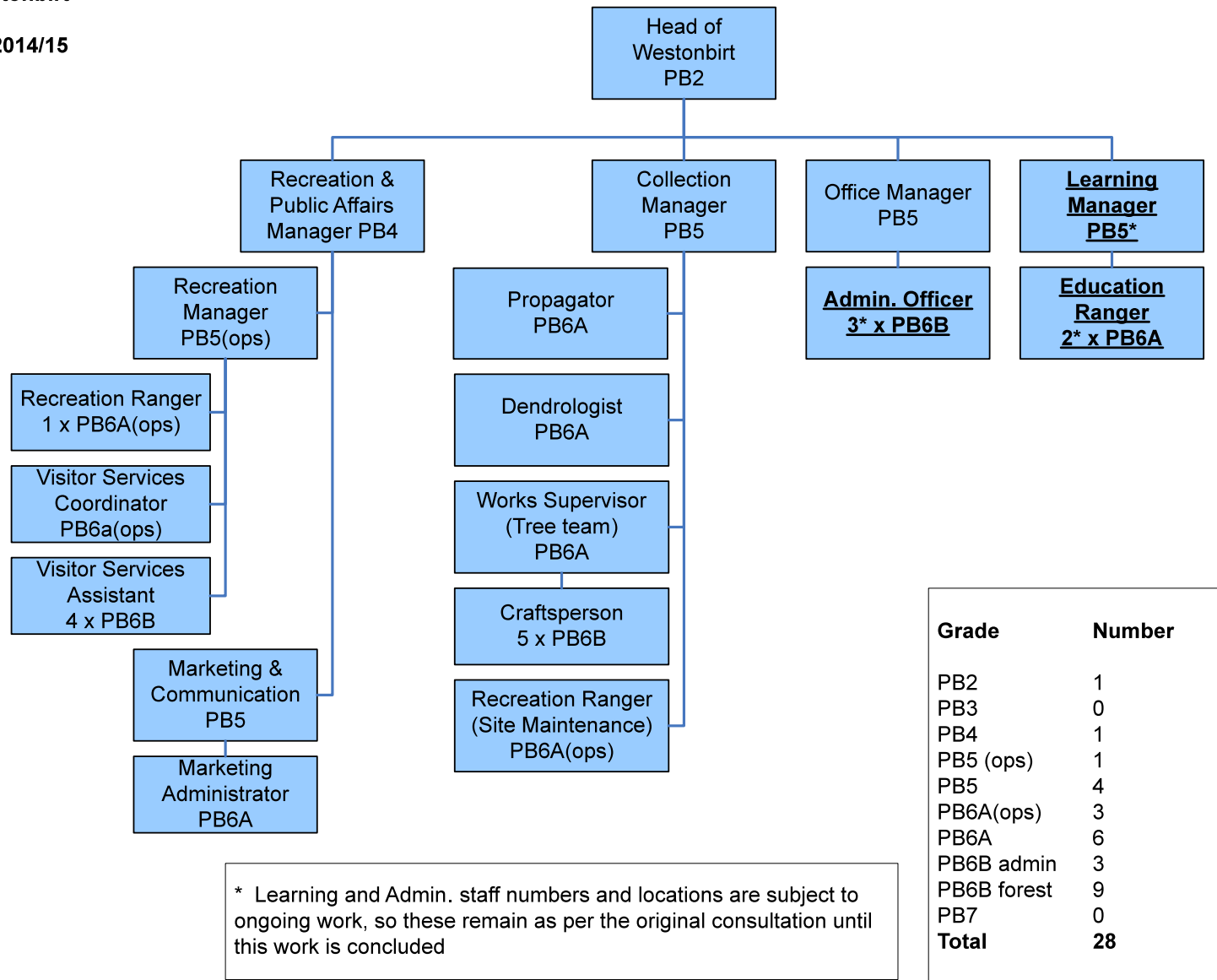
Sub office Alice Holt/ Bucks Horn Oak will have staff at PB4 or above plus Admin staff.

National Team Civil Engineering staff based in FD:
1 x PB6A Works Supervisor (not included in FD total)

* Wildlife, Learning and Admin. staff numbers and locations are subject to ongoing work, so these remain as per the original consultation until this work is concluded

SR10 – Forest Enterprise
Westonbirt

FY 2014/15



* Learning and Admin. staff numbers and locations are subject to ongoing work, so these remain as per the original consultation until this work is concluded

Grade	Number
PB2	1
PB3	0
PB4	1
PB5 (ops)	1
PB5	4
PB6A(ops)	3
PB6A	6
PB6B admin	3
PB6B forest	9
PB7	0
Total	28

Priority Projects

- Forest District Administration – quantifying and organising support required for new FD structures
- Wildlife Management – moving to a mixed delivery model
- Learning – moving out of direct delivery
- Retail – moving out of direct delivery

New Projects (following Consultation)

- Review of Procedures
- Built Estate

Priority Projects (major staff implications)

- Project Teams established from across the business
- Reporting by **end of September**
- Projects will make use of the detailed consultation responses
- Change in some activities is complex and requires development of new models. Need to get this right.
- Proposals will be subject to separate further consultation
- Wildlife and Admin projects do not include PB5 staff who are already shown in the new structures
- Numbers for PB6 and PB7 staff shown in the structures are from the original consultation proposal and are subject to change when the projects report
- Project plans will be made available.

- Other projects will support changes required in other areas, e.g. – forest management, community woodlands
- These will be timed to run over the Spending Review period
- We will need to continue to develop new ways of working:
 - To live within our resources
 - To meet Government expectations on localism, Big Society and appropriate levels of engagement for public bodies.

Staffing Protocol

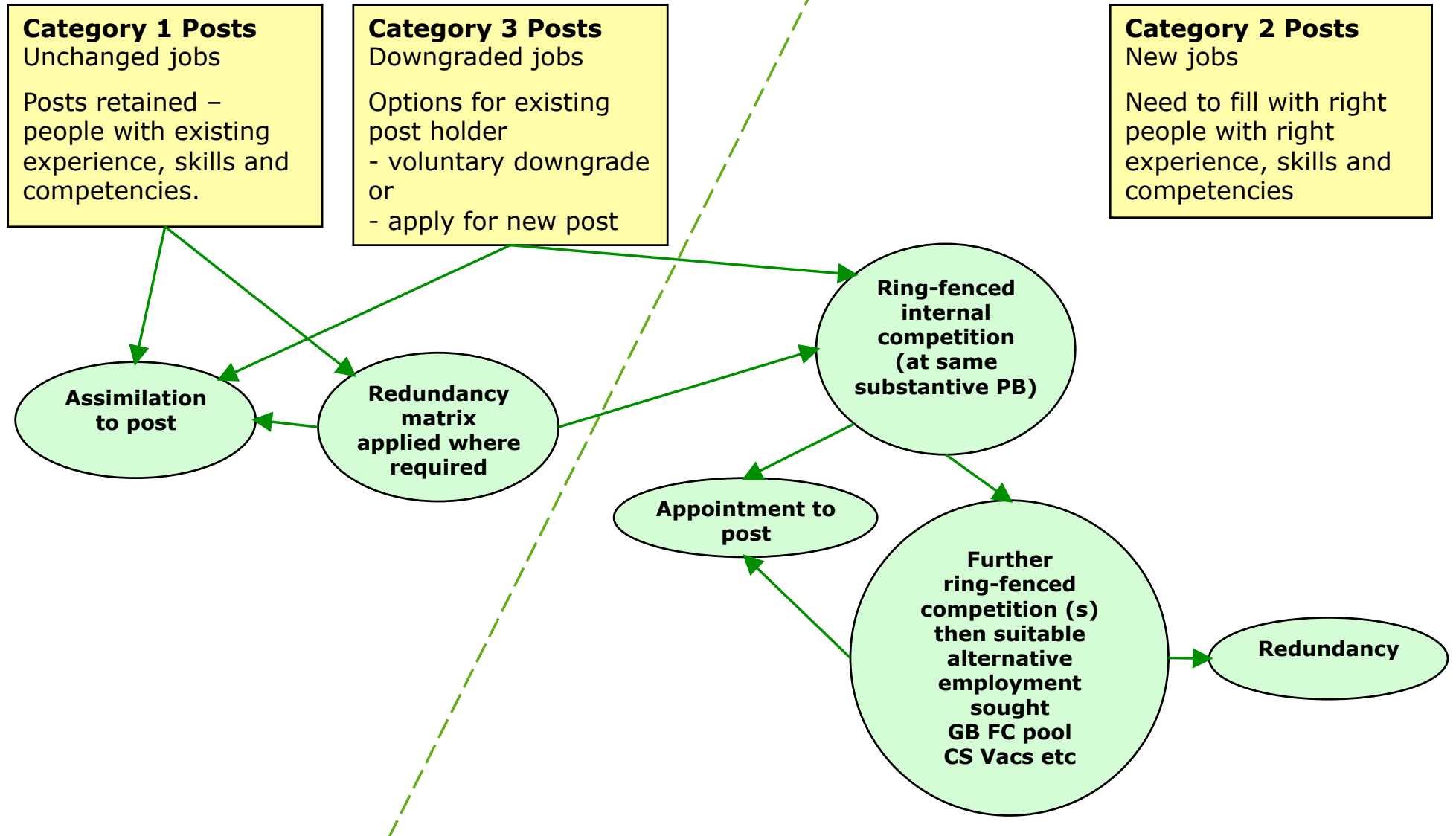
- rethink over categories in Staffing Protocol
- defining what we mean by unchanged and new jobs
- minimising impact on people/mobility where we can
- revamp of assimilation arrangements
- consultation with FCTU over principles re pools of redundancy.

- Three revised categories
 - Category 1 - Unchanged or minor changed posts
 - Category 2 - New Posts
 - Category 3 - Downgrading of posts
- Revised protocol helps define what these are
- Identify any posts that are 'downgraded'.

- Feedback and advice that we need different approaches
- 'Selecting out'
 - Need to use our redundancy matrix to 'select' people 'out' when we have more people than posts
- 'Selecting in'
 - We need to use a ring-fenced 'selection' process to select people 'in' where we have new jobs.

Phase 1 – Assimilation - “Selecting Out”

Phase 2 – Appointment – “Selecting In”



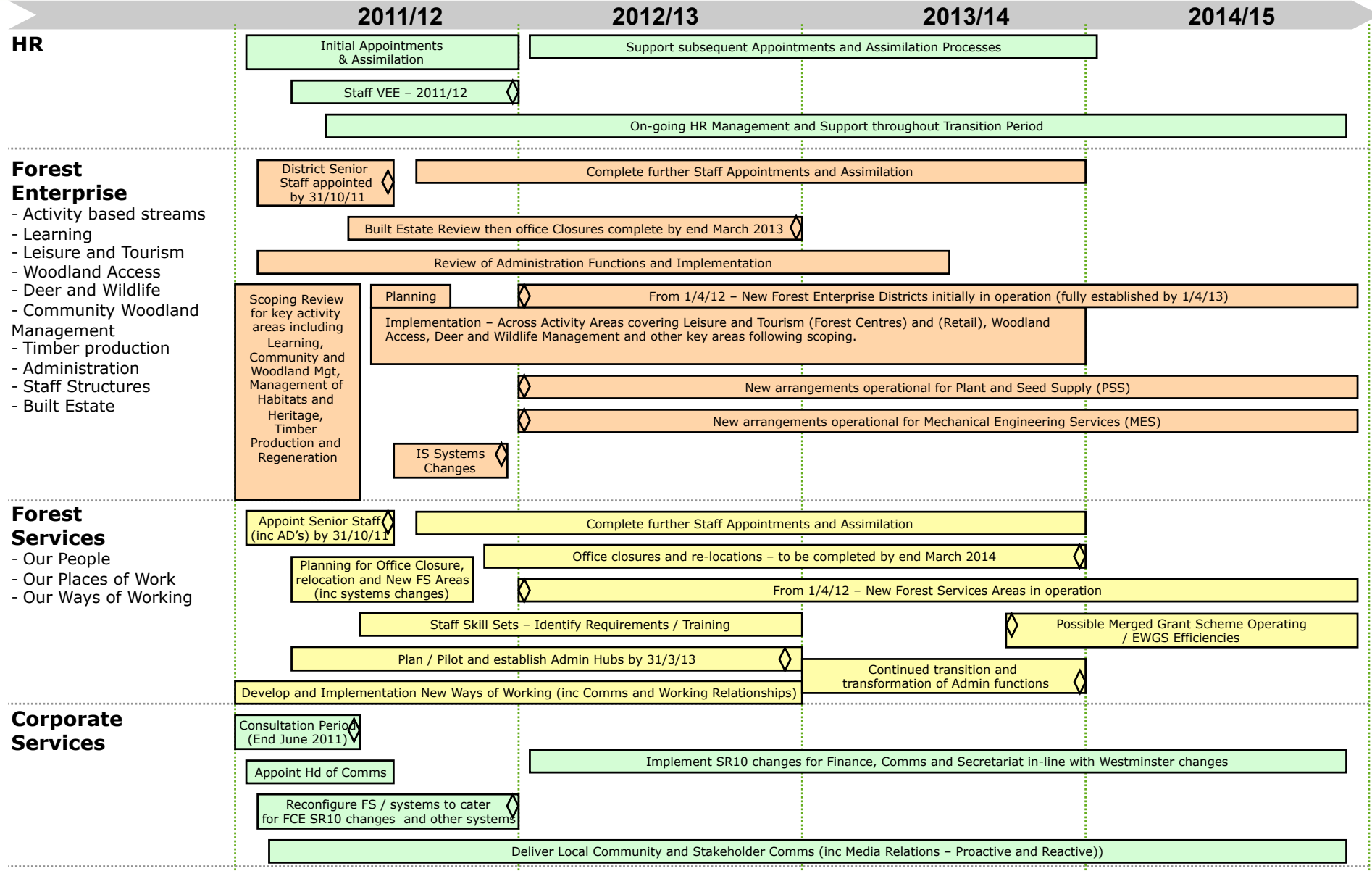
- VEE first - June 2011
- Assimilation arrangements - Phase 1
 - Posts in categories 1 & 3 dealt with first
 - Where there are more people than posts, redundancy matrix applies
- PB 1, 2 & specialist posts - National assimilation
- PB3 and below - Geographic assimilation, in line with newly defined boundaries for FS and FE. Some roles may be pooled across both areas and possibly FR, i.e. admin roles.

- Deals with posts in category 2
- Ring-fenced paper selection process applies first
- Appointments made top down
- Staff who don't have posts need to apply
 - This includes those staff selected out in Phase 1.

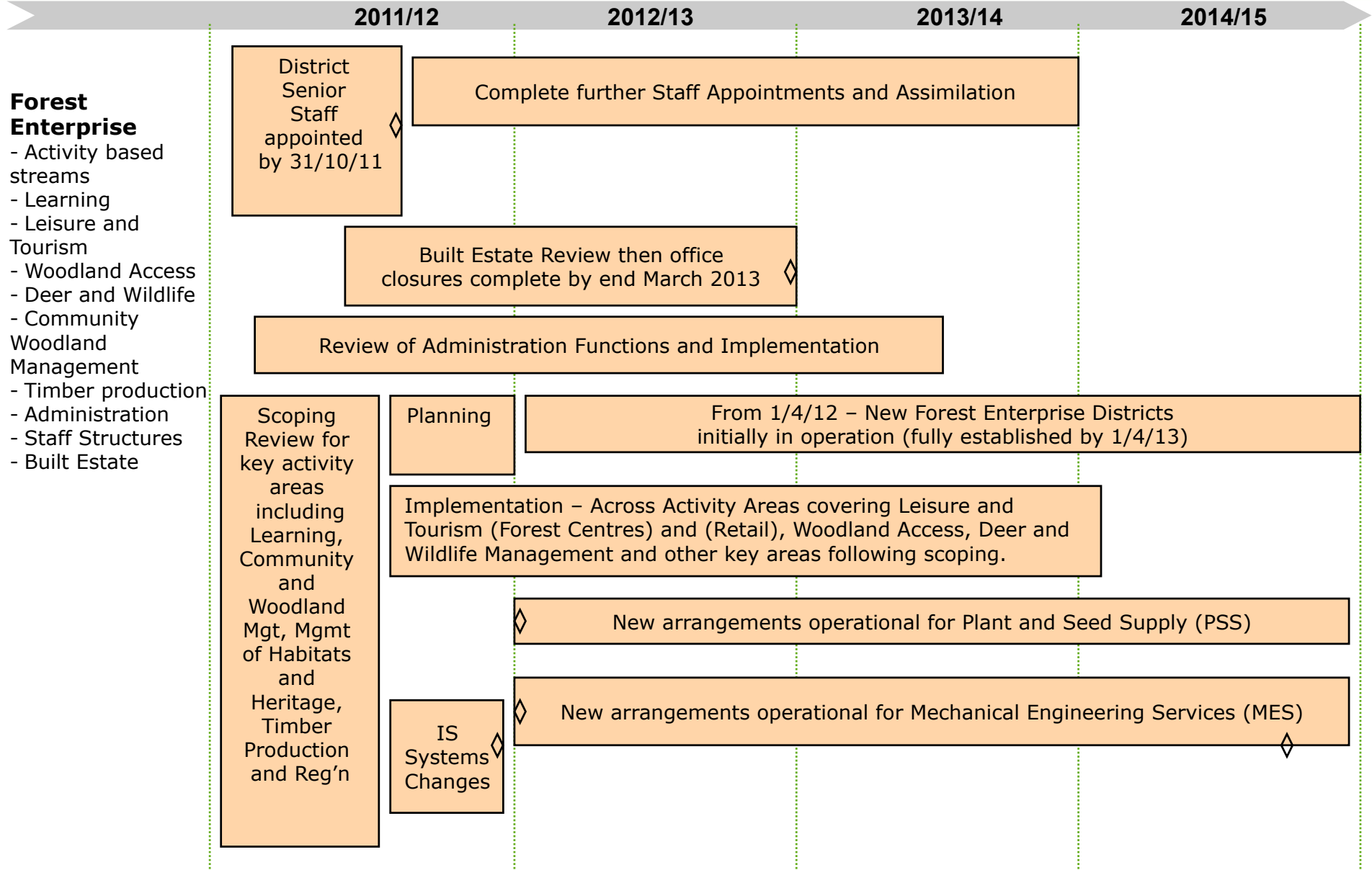
- Staff who are unsuccessful in securing a post remain 'at risk' of redundancy during phases 1 and 2
- Staff only declared surplus and in the wider GBFC redeployment pool once phases 1 & 2 exhausted.

- Can only assimilate posts where structure has been determined
- The process will take time - top downwards
- We may need to make some changes earlier than we currently anticipate
- Managers will have a key role - redundancy matrix/selection

Next Steps



	By April 2012 We will have:	By April 2013 We will have:	By April 2014 We will have:	By April 2015 We will have:
HR	<ul style="list-style-type: none"> Completed PB1-2 and Special Posts Assimilation (by 16/9/11) Completed PB1-2 and Special Posts Appointments (by 31/10/11) Completed PB3 and below Assimilation (by 31/12/11) Completed PB3 and below Appointments by 31/3/12) Completed 2011/12 VEE 	<ul style="list-style-type: none"> Delivered on-going HR support to business transition teams Managed on-going appointments and assimilation processes 	<ul style="list-style-type: none"> Delivered on-going HR support to business transition teams Managed on-going appointments and assimilation processes 	<ul style="list-style-type: none"> Completed all appointments and assimilations
Forest Enterprise	<ul style="list-style-type: none"> Appointed our Senior District Staff (by 31/10/11) Completed Built Estate review and planned for office closures/ relocations Completed system changes to cater for new SR10 organisation (by 31/3/12) Completed Scoping for key activity areas Initiated planning around each business activity stream Prepared for start of new Forest District Areas on 1/4/12 	<ul style="list-style-type: none"> Completed Office closures by 31/3/13 Completed Planning Phase for business activity streams Commenced Implementation in areas such as Leisure and Tourism and Learning Completed the majority of appointments and assimilation Operated new PSS and MES arrangements 	<ul style="list-style-type: none"> Operated fully functioning new Forest District areas for 1 yr. Continued Implementation across Activity areas Planned and Implemented revised Administration Functions 	<ul style="list-style-type: none"> Delivered required FE SR10 cost savings and headcount reductions
Forest Services	<ul style="list-style-type: none"> Appointed our Senior Staff including AD's (by 31/10/11) Planned for office closures and relocations Reviewed staff skill sets Developed the Business Vision and Programme for New Ways of Working Planned and commenced initial implementation around Admin Hubs Prepared for the start of new FS Areas on 1/4/2012 	<ul style="list-style-type: none"> Established new Admin Hubs and working processes by 31/3/13 Developed staff skill sets Implemented priority New Ways of Working Completed the majority of appointments and assimilation Established new working relationships with stakeholders 	<ul style="list-style-type: none"> Completed office closures and relocations Implemented all SR10 New ways of working Completed all necessary additional staff training Prepared for and implemented any Grant Merger arrangements or EWGS efficiency Completed transition and transformation of Admin functions 	<ul style="list-style-type: none"> Delivered required FS SR10 cost savings and headcount reductions Established continuous improvement processes around new ways of working Closed the FS Transition programme
Corporate Services (including Communications)	<ul style="list-style-type: none"> Completed the SR10 Consultation process in-line with the Westminster Stream process Appointed Head of Comms Reconfigured systems (especially Finance) to cater for SR10 structures Managed the communications to staff and stakeholders around the SR10 plans Developed a new Communications Strategy 	<ul style="list-style-type: none"> Continued to implement staff and cost savings in line with SR10 plans Developed support tools to help staff manage stakeholder communications 	<ul style="list-style-type: none"> Continued to implement staff and cost savings in line with SR10 plans Provided Proactive and Reactive communications to internal and external stakeholders 	<ul style="list-style-type: none"> Delivered required CS SR10 cost savings and headcount reductions Provided Proactive and Reactive communications to internal and external stakeholders





Forest Enterprise

**By April 2012
We will have:**

- Appointed our Senior District Staff (by 31/10/11)
- Completed Built Estate review and planned for office closures/ relocations
- Completed system changes to cater for new SR10 organisation (by 31/3/12)
- Completed Scoping for key activity areas
- Initiated planning around each business activity stream
- Prepared for start of new Forest District Areas on 1/4/12

**By April 2013
We will have:**

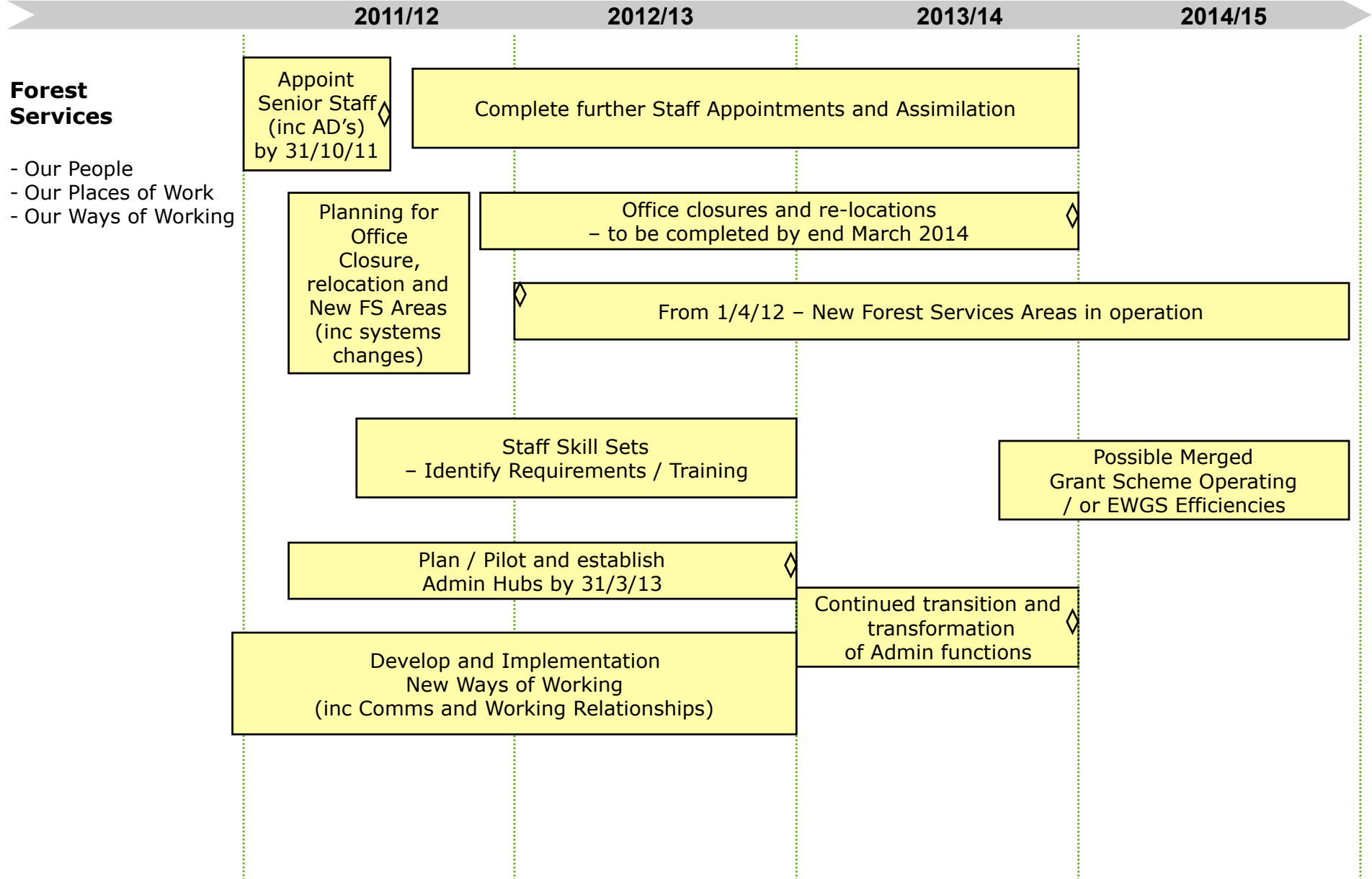
- Completed Office closures by 31/3/13
- Completed Planning Phase for business activity streams
- Commenced Implementation in areas such as Leisure and Tourism and Learning
- Completed the majority of appointments and assimilation
- Operated new PSS and MES arrangements

**By April 2014
We will have:**

- Operated fully functioning new Forest District areas for 1 yr.
- Continued Implementation across Activity areas
- Planned and Implemented revised Administration Functions

**By April 2015
We will have:**

- Delivered required FE SR10 cost savings and headcount reductions





Forest Services

By April 2012 We will have:

- Appointed our Senior Staff including AD's (by 31/10/11)
- Planned for office closures and relocations
- Reviewed staff skill sets
- Developed the Business Vision and Programme for New Ways of Working
- Planned and commenced initial implementation around Admin Hubs
- Prepared for the start of new FS Areas on 1/4/2012

By April 2013 We will have:

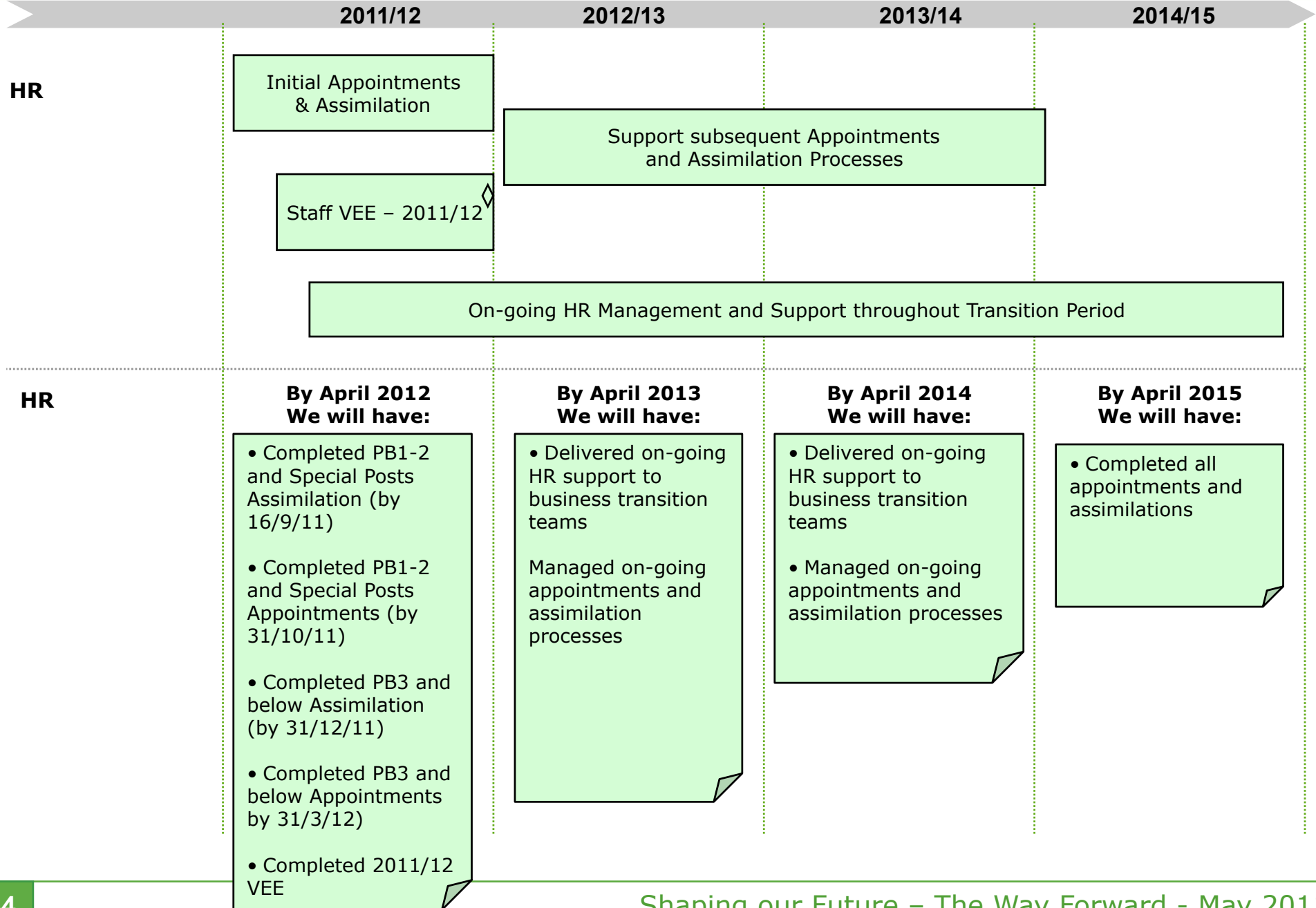
- Established new Admin Hubs and working processes by 31/3/13
- Developed staff skill sets
- Implemented priority New Ways of Working
- Completed the majority of appointments and assimilation
- Established new working relationships with stakeholders

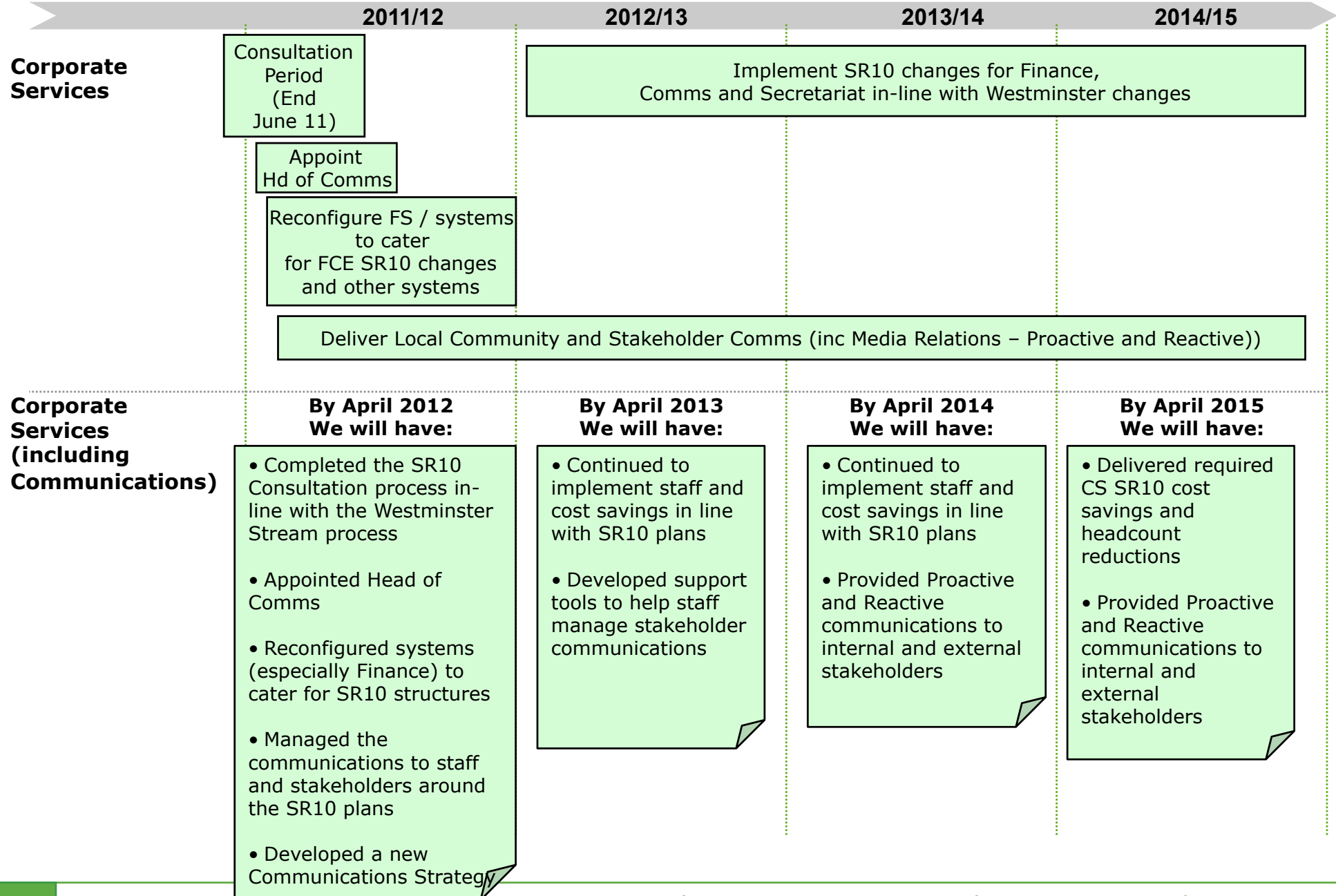
By April 2014 We will have:

- Completed office closures and relocations
- Implemented all SR10 New ways of working
- Completed all necessary additional staff training
- Prepared for and implemented any Grant Merger arrangements or EWGS efficiency
- Completed transition and transformation of Admin functions

By April 2015 We will have:

- Delivered required FS SR10 cost savings and headcount reductions
- Established continuous improvement processes around new ways of working
- Closed the FS Transition programme





- Aim to establish new units from April 2012
- Voluntary Early Exit Scheme will run in June
- The ongoing workstreams will report at the end of September.
- Consultation on Corporate and Shared Services is still to begin
 - (Communications, Executive office, HR & finance)

- FC is a successful organisation, delivering a wide range of benefits – but we are facing unprecedented change
- We are re-shaping our organisation so that we are fit for the future - your input has helped us to improve our plans – thank you
- We welcome and need your ongoing participation in shaping our new ways of working
- We appreciate everyone's ongoing hard work and your commitment
- We will keep you informed of the progress.