

1. East Anglia Forest District Strategy

1.a.ii The Forest District Teams

This Forest District has seven teams, each one fulfilling a specific role or function within the District. The teams are listed below with a short statement describing their role.

Operations

The District's largest functional team has two main roles, harvesting and forest management, for creating and protecting the forest landscape.

Access Recreation & Tourism (ART)

This large team of customer-focused rangers and administrative staff utilises the forest estate to improve quality of life, health and learning for people, plus maximising the opportunities for economic diversification within the protected forest environment

Business Support

Underpinning all of the District's teams, Business Support ensures the necessary systems are in place for the effective delivery of individual team objectives

Greenspace

This growing team, based in the south of the District, is committed to improving the quality of life for communities and the biodiversity of wildlife in and around the District's urban areas, through the creation and effective management of woodlands and open spaces.

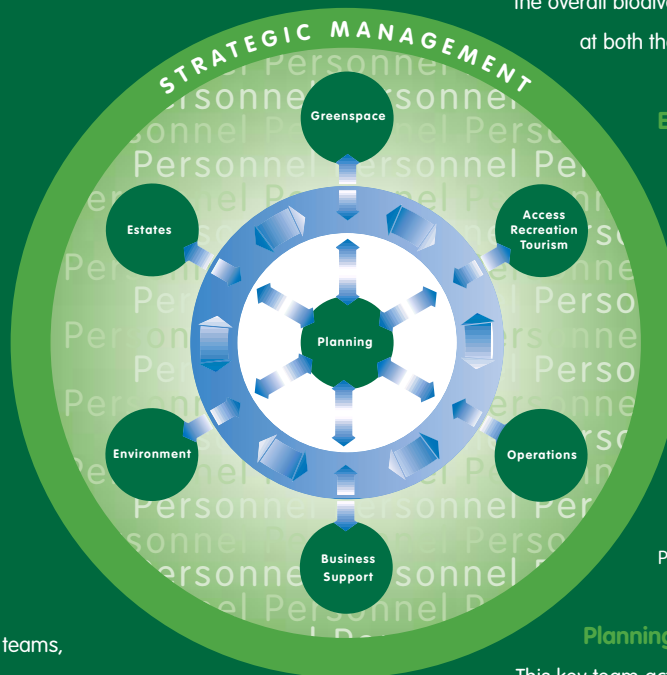
Environment

A small team, based in the District Office, protecting and enhancing the overall biodiversity and heritage value of the estate at both the landscape and local levels.

Estates

This team provides a 'professional' service for both East Anglia and Northants Forest Districts, ensuring all land acquisitions, disposals and leases are carried out legally, cost-effectively and generate maximum revenue.

● How the individual teams' work as a unit is expressed by this illustration, with Planning at the heart of the process:



Planning

This key team acts as the 'hub': supporting, co-ordinating and prioritising other team's objectives to enable the three key drivers to be balanced.



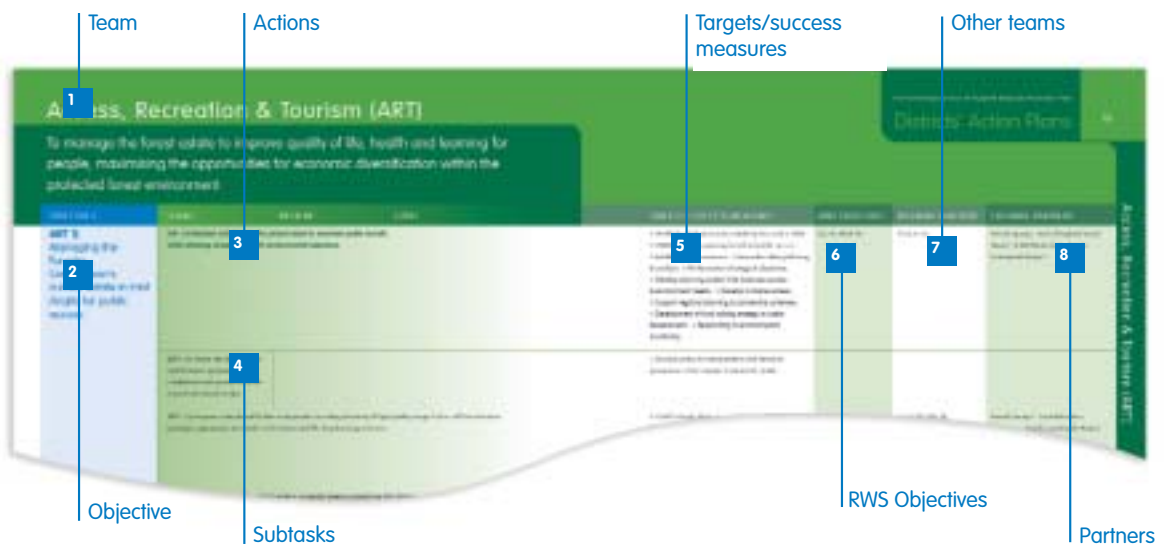
1.c Team Action Plans

Each of the District's seven Team Leaders has developed an action plan. The proposed plans were discussed with the District's Strategic Management Team and subsequently submitted for staff approval. These plans are still subject to adjustment as needed by each Team Leader and are presented in the form of matrix tables. To assist the teams a common spreadsheet structure or matrix has been adopted for all of the District's plans.

1.c.i Interpreting the matrices

The matrices assist the monitoring and updating process, whilst still permitting the teams to operate with a degree of autonomy. The tables are simple to interpret, flowing from left to right:

This schematic of the spreadsheet illustrates how each team '1' has an objective '2' requiring a series of actions '3' being undertaken either over the short, medium or long-term. The achievement of these actions may in turn involve a cascade of sub-tasks '4' that over time help to secure the objectives. This achievement is measured in terms of targets/success measures '5'. These actions may also contribute to one or more RWS objectives '6' and pursuit of these objectives may require input from other teams '7' and/or conceivably a selection of external partners '8'.



Wherever possible the plan's outcomes have been expressed in measurable terms so that improvements can be quantified. Results are often constrained by the resources the District has at its disposal (as defined in its agreed Business Plan). With Forest Enterprise's excellent track record on delivery through partnerships, we are confident this constraint will be overcome and that much will be achieved with help from a range of partners.

1.c ii. The teams' short-form action plans

It should be noted that with the team matrices that follow there is no intended hierarchy. However, it is evident some teams have a greater capacity for growth than others and, therefore, have a more proactive role to play in the delivery of the District's principal objective. The matrices are simplified versions of the teams' full plans. To facilitate partnership working the full plans are available via the web. To access the plan in PDF format go to:

www.forestry.gov.uk/eafdstategicplan

Otherwise, additional printed copies can be obtained by calling 01842 810271 and asking for Clare Nichols in Planning.