

21 July 2015

## CHANGE PORTFOLIO

### Purpose

1. To update the Executive Board on proposals regarding the scope of the WPEP Programme and the medium term governance links between WPEP itself, internal FC projects and the emerging Forestry Governance Project.
2. Approval will be sought to the proposals at the WPEP Programme Board on 22<sup>nd</sup> July.

### Background

3. The Woodland Policy Enabling Programme (WPEP) has been running for a little over 2 years and has been successful in providing an important focal point for key decisions to be taken by the joint Defra and FC membership across the 3 key areas of its scope, namely PFEMO, Forestry Functions and Cross Border Functions.
4. By its nature, the programme has remained flexible in scope. Whilst the core projects have remained constant, the programme has initiated a number of streams of work which are delivering changes within the business which are important in their own right and also form the foundations for future organisational change. Some of these projects have now moved into operational mode, such as FEE+, Re-shaping FS and the refreshed FR Agency.
5. In addition, the programme also now needs to link to the emerging Forestry Governance Project Board, which has been established on a joint Defra / Scottish Government basis including FC participation, will provide governance for the development of propositions around the future of the Forestry Commission and prepare advice for UK and Scottish Ministers.
6. It is timely therefore for the Programme Board to discuss and clarify the scope of WPEP and to consider its links to other programmes.

### Proposals

7. The Programme has developed a set of proposals and has provided an overview diagram at Annex A to support decisions.
8. WPEP itself has been an important and valuable programme which has provided clear Defra/FC governance around the implementation of key structural changes to enable the delivery of forestry policy. Our view is that the WPEP programme continues to have an important role to play as we

move through further decision points and progress towards a new public forest estate body in England, future arrangements for Forest Services and new business models for Forest Research functions. It is proposed therefore that WPEP continues in its existing form and membership.

9. It is recognised though that a number of projects emerging from WPEP in areas such as reshaping of Forest Services, establishment of FEE+, the refresh of the FR Agency and the re-positioning of FCE National Office relate primarily to the internal operation of FC and are managed and governed through internal boards. It is proposed that these are no longer covered within WPEP and that WPEP itself remains focused upon:
  - PFEMO
  - Future FR models
  - Possible FS future changes emerging from wider FC change
10. In respect of the Forestry Governance Project Board, it is noted that this is in its infancy and a full Terms of Reference (ToR) has yet to be established. The first meeting of the project board is scheduled to take place on 18<sup>th</sup> August 2015. There are clear links between it and WPEP where in some cases the WPEP may be well placed to feed information and analysis into it, and in others its decisions will set WPEP direction. Given that the WPEP and the FGPB are very well linked through respective Board Members and SRO's and through some shared secretariat (see below) it is proposed that the WPEP Programme notes the connections and includes an item to discuss the emerging ToR and touch points at its next meeting.
11. Alongside WPEP, FC England is implementing new arrangements for its corporate services which will be a significant programme over the coming 3-4 years. To accommodate this and to ensure co-ordination and maximum value from its programme resources, FCE is proposing to establish a Change Portfolio as set out in Annex A that will include;
  - FCE Corporate Services Programme
  - Woodland Policy Enabling Programme
  - Links to the Forestry Governance project and other emerging programmes such as SR15

### Resources and Capacity

12. It is envisaged that the National Office and the WPEP programme team will become the FCE Change Leadership Group with the following main strands:
  - Programme Management. It is envisaged that the roles of the WPEP Programme Director and WPEP Delivery Manager will be adapted to cover this portfolio, with support from an existing management accountant.

- A small Programme Office, covering both the WPEP Programme, the FCE Corporate Services Programme and providing elements of secretariat support for the Forestry Governance project alongside Defra colleagues. Planning is underway in this area with initial plans to strengthen the programme office with a Programme Office Manager and bring the office up to complement by filling an existing administrative vacancy.).
- An Implementation team covering the establishment of FCE Corporate Services. It is envisaged that this will be an externally sourced package of project management resources to manage the replacement of existing FC shared services – including building links to Defra led and contracted out services – across Finance, HR, IS and other corporate service areas. It is anticipated that approval will need to be sought for the procurement of this support package.
- Business Change leadership primarily covering the establishment of roles to take responsibility for the business changes within each part of the organisation. It is intended to cover this requirement from within existing programme capacity for the time being, although additional resource may be needed at a later date to enable successful change implementation.
- A slimmed down Executive Office supporting Director England.
- Proportionate Communications support to FCE.

### **Actions required**

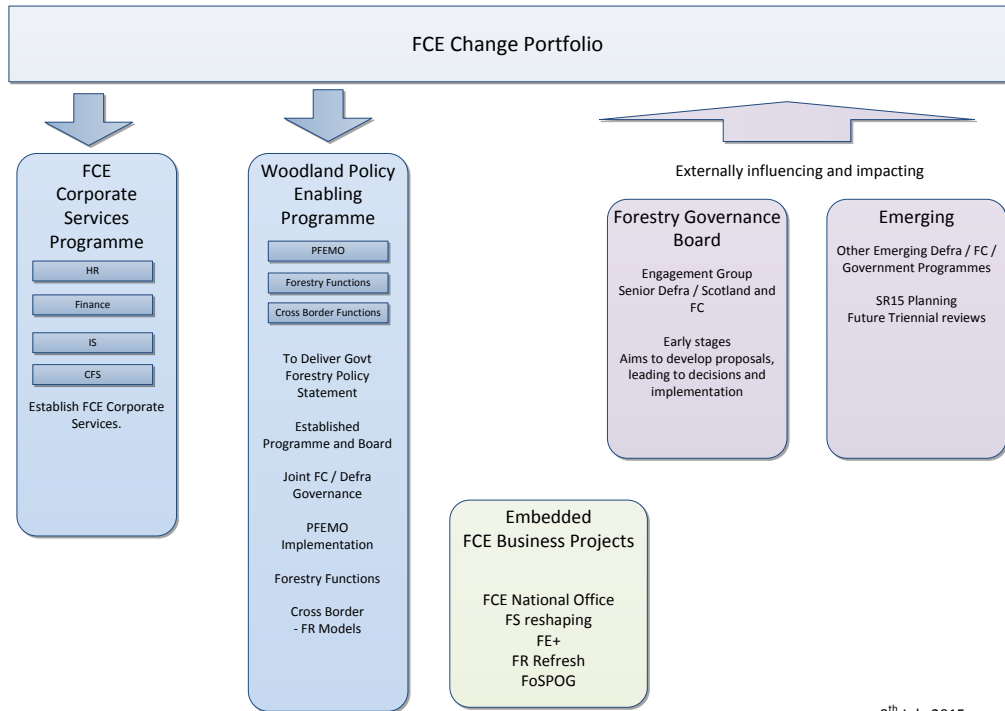
13. The Board is asked to:

- note and discuss this paper, including the proposals in respect of:
  - continuation of the WPEP Programme Board,
  - removal of internal FC elements from its scope,
  - establishment of links to the Forestry Governance Project; and,
- note the establishment of the FCE Change Portfolio and the update on resources and capacity.

**Andy Goodsir**  
**WPEP Delivery Manager**  
**July 2015**

# ANNEX A – Change Portfolio Overview

Official - Sensitive



8<sup>th</sup> July 2015