

SERVICE LEVEL AGREEMENT

BETWEEN

**NATIONAL OFFICE
FORESTRY COMMISSION ENGLAND**

AND

FOREST ENTERPRISE ENGLAND

Purpose of this document

1. This SLA between National Office Forestry Commission England (NO) and Forest Enterprise England (FEE) covers the period 1 April 2014 to 31 March 2015.
2. It sets out the expected services, together with performance indicators, that NO will deliver from the funding provided by FEE through this agreement. It also establishes the basis of the charges and how the SLA will be managed in-year.

Coverage

3. The NO cost centres engaged in providing services to FEE under the terms of this SLA are:
 - Finance & Procurement (F&P);
 - Human Resources (HR);
 - Communications (Comms); and,
 - Executive Office/Corporate Services (ExOff)
4. The SLA also covers an agreed proportion of the management costs of operating the National Office at 620 Bristol Business Park; and the central SLA costs recharged by Shared Services in Silvan House.
5. For reference [Annex A](#) combines the list of services provided to FEE by Shared Services in Silvan House, together with those activities provided by the National Office to form an overall description of corporate service provision.

Summary of Services and Key Performance Indicators

Finance & Procurement

6. F&P will provide the following services:
 - Interim (Period 9) and Final (Period 12) statutory financial accounts;
 - Liaison with NAO in respect of FEE financial accounts;
 - Annual valuation of the Public Forest Estate;
 - Annual valuation, accounting and billing of Forest Holidays and CITF investments;
 - Fixed Asset and Capital Accounting;
 - FEE Civil Engineering accounting;
 - FEE MES accounting;
 - Cash and Treasury Management;
 - An agreed programme of Financial Control Visits to Forest Districts;
 - OSCAR reporting to Defra/HMT;
 - Supplier creation and amendment for all FEE cost centres;
 - Transaction processing of cc380, cc862, invoices;
 - EEMS accounting for cc380, cc862 claims;
 - GPC accounting for cc380, cc862 claims;
 - Procurement advice, guidance and negotiation;

- Contract management e.g. G4S Cash Collection; and,
- Maintenance of financial and contractual delegations.

7. F&P Key Performance Indicators:

<u>KPI</u>	2014/15
1. Provision of Interim and Final Annual Accounts	Within agreed published timetable
2. Annual valuation of public forest estate and forest holidays/CITF investments	Within agreed published timetable
3. Provide monthly cash ASL instalment	In line with agreed profile and timetable
4. Raising Purchase Orders, Sundry Invoices and Inputting Goods Received Notes	Within 2 working days of receipt of request
5. Processing Invoices	Within 3 working days of receipt of request

Human Resources

8. HR staff will be professional qualified via the Chartered Institute of Personnel and Development (CIPD) as appropriate to their role and provide the following services:

- Strategic HR & OD Advice
 - Contribute to the general management of the business in respect of HR matters
 - Input to and deliver elements of the People Strategy out in the business
 - Advise on HR matters affecting the FC as a whole, e.g. pay and reward, and the impact this has on the business.
 - Advise and guide the business on corporate organisational development matters and the use of psychometrics for assessment purposes in areas such as development activities, team building, coaching and recruitment.
- Grievance, discipline, performance and sickness absence
 - Act as first point of contact with the business on managing cases informal
 - Work collaboratively with the HRSS Case Manager on formal cases, taking joint actions to manage these effectively
 - Work with managers to help them understand options, behaviours, potential outcomes of actions
 - Coach managers in the skills they need to manage
 - Undertake ad hoc investigations
 - Assist and provide professional HR advice with grievance and disciplinary hearings
 - Provide data to support investigations
 - Escalate and manage more serious cases with input from the HRBP and Senior HR Manager

- Structural implementation & Change
 - Advise on structural changes
 - Undertake consultation with FCTU over plans, proposals and implementation on both a national and local basis
 - Liaise with managers
 - Manage re-deployment and discussions with staff across the FC
 - Advise and support the business on larger scale restructurings and changes across the business including outsourcing, TUPE and COSOP implications
- Post filling
 - Advise the business on post filling approvals and options
 - Advise on new/amended post and consult with FCTU
 - Work with managers on developing job outlines, person specifications linked with the Civil Service competencies
 - Coach Managers in good interviewing skills
 - Undertake occasional selection interviews.
- Advice & Guidance
 - Advise and guide managers on HR Policy and procedures, best practice, and benchmarking
 - Cascade corporate FCE issues and updates to the business through attendance at EEB, FEMB, FSMB and local management meetings
 - Advise and guide on the impact of National FCE issues both nationally and locally
 - Support the roll-out of policies affecting staff in England
 - Work with the business on any TUPE or COSOP situations that arise and handle the HR implications of that change
 - Advise on Civil Service protocols that need to be followed when handling change in the Civil Service.
- Learning & Development
 - Work closely with Learning & Development Adviser on staff development needs
 - Deliver HR related training, workshops and update sessions to the business
 - Liaise with Training Co-ordinators over staff development requirements.
- Workforce & succession planning
 - Work on issues that are identified from workforce planning
 - Encourage attendance on appropriate Learning & Development events
 - Work with the business on apprenticeships and similar schemes
 - Support business secondment arrangements and ensure agreements are legally compliant and workable
 - Undertake succession planning work on both a national and local basis.
- Diversity
 - Work with the business to provide advice support on diversity & equality matters

- Staff Survey Action Points
 - Analyse the outcome from the staff survey and identify recommendations and actions required to address them
- HR Metrics
 - Provide management information and statistics to help identify business solutions and support efficiency targets
- Staff Council
 - Manage the Bristol Staff Council meeting
 - Provide regular HR data for FCTU England
 - Attend local Staff Council meetings.

9. HR Key Performance Indicators:

<u>KPI</u>	2014/15
1. Establish a fully functioning and effective HR Team as and when key services are devolved from the HR Shared Service to the Country HR Team.	
2. Deliver effective consultation with FCTU and staff through the agreed mechanisms in FCE.	
3. Advise and support the CEO of Forest Enterprise to create FEE Plus.	
4. Work in a collaborative way predominantly between HR Operations Managers and the Case Management team in the HR Shared Service to provide a responsive and proactive service to resolve individual cases to a satisfactory conclusion.	
5. Work closely with the business to deliver the recruitment of 12 new apprentices and 3 Forester Development Programme personnel for FEE Plus.	

Communications

10. The Communications team will provide the following services:

- Board level leadership, advocacy, management and advice from Head of Profession, including:
 - EEB, FEEMB, ENC, WPEP Board, PFEMO Project Group, support to FEE CEO, PR agency contract management, Defra and wider government liaison etc.
 - Overall change communications lead, responsible for Defra and wider Government liaison. Specific tasks include input to submissions and development of communications strategy.
- Press and media relations, including for:
 - proactive campaigns (e.g. cycling, Gruffalo, Summer, Autumn, Christmas, Spring)

- reactive issue management (including non forestry developments, disease management e.g. Alabama Rot and Bovine Tuberculosis, storms and wild fires)
 - media management: provide advice and guidance to Districts on media issues, quality assure and upload news releases, manage media enquiries and interview bids, coach and support spokespeople
 - Daily news summaries and further bespoke FEE management information / guidance
 - FEE spokesperson training and support, media awareness training
- Internal communications, including for:
 - FEE+ and PFEMO transformation, implementing the internal engagement plan agreed by FEEMB
 - Health and Safety and diversity for Districts
 - Ongoing support for FEE priorities through Bark, Field Team News, E-Connect and other channels
 - Brand development for FEE+ and PFEMO, including a programme of staff engagement to determine culture, values and behaviours of new organisation and develop new corporate identity
 - Digital communications channels, services, training and guidance, working with FEE through the new digital group, including:
 - Web site – specifically for forest centres and other PFE visit pages, e-commerce services and new interactive forest plan functionality. Services include publisher guidance and training (provided by Webmaster), technical support and maintenance (Web Manager), client liaison and evaluation using Google Analytics.
 - Digital engagement tools (Dialogue App, Citizen Space, Mail Chimp), including licence provision,
 - Social media – implementation of new strategy, including L&D support for District leads; providing monitoring, insight and alerts (for example campaign group activity); proactive selling in of campaign priorities; and reactive communications for contentious issues, including myth-busting; focus is primarily on Twitter
 - Media analytics and evaluation (Vocus), including licence provision, daily media alert management, and L&D support to the Districts
 - Stakeholder relations, including advice and guidance to National and District teams: e.g. on use of e-consultation and e-dialogue tools; provision of intelligence (linking to FS and cross border) to help protect our reputation; and engagement, e.g. National Stakeholder Forum

11. Communications Key Performance Indicators:

<u>KPI</u>	2014/15
1. Media - 80% positive or neutral media coverage, including more features and lifestyle articles telling our 'whole story'	
2. Campaigns - Help marketing team increase membership by 10% a year and revenue from car parks by 5% a year	

<p>3. Internal communications – 75% of FEE+ staff say they have been well informed about changes to their organisation and involved in making those changes</p>	
<p>4. Digital</p> <p>Web 1 Non-scheduled site downtime (due to other than server/network issues) less than 1%.</p> <p>Web 2 Projects completed to agreed project plans and timescales.</p> <p>Web 3 Publisher support maintained Monday – Friday between 10.00am and 4.30pm. Occasional out of hours support requirements to be agreed in advance on an ad hoc basis.</p> <p>Web 4 Non critical faults or problems investigated with within max 5 working days.</p>	
<p>5. Social media – neutral or positive sentiment expressed regarding PFE activity achieved in over 80% of social media posts, primarily Twitter.</p>	

Executive Office

Executive Office is the corporate and business hub of Forestry Commission England and plays a critical role in providing a bridge between Forest Enterprise and the FC as well as corporate relationship and business risk management services for the CEO.

12. Executive Office will provide the following services:

- Chief Executive's Office development and delivery:
 - Provide strategic support to CEO as leader of FE and to advise him as the Chair of the newly formed high level FE strategic board
 - Ensure the appropriate management of the relationships and flow of information between the FE Strategic Board, FE management team, England Executive Board and England National Committee, Woodland Policy Enabling Committee, Business Strategy Working Group and ENC sub-committees such as Audit and Risk Assurance Committee.
 - Oversee the administration and support of the chief executive in delivering FE corporate priorities for FE Plus and beyond
 - Assist the senior FE team and the CEO in establishing the more independent FE Plus
 - Keeping an effective informed corporate link to the work of FC England and its potential impact on the work of FE and vice versa
 - Provide advice and business continuity in key FE business delivery and the effective management of CEO's day to day business and work flow including the management and appropriate use of information that comes through this corporate office
 - Provide support for key programmes and developing areas such as changes occurring as a result of Cross Border Impacts and Devolution Changes, central management and oversight for FE will be required from CEO's office

- Act as the SIRO /information security function for FEE and as a resource for the higher strategy FE board
- Private Office to Forest Enterprise Chief Executive and senior FE management team support:
 - Diary management and co-ordination, briefing lead, event planning, engagement planning and support
 - FEMB secretariat and governance support-full secretariat services for the establishment of the new strategic board
 - Deliver the FE Plus corporate transformation actions
 - Implementation of the FE/FC framework document for 15/16
 - oversee and assist in the smooth running of the Chief Executive's office in FE
- Chief Executive Relationship management:
 - FE Strategic Board, England Executive Board, England National Committee, England non execs and Commissioners, FC England Chair and Director England, Departmental FC England issues (and Defra, Ministers and sponsorship team as required)
- Corporate and Business Support of FE:
 - From 15/16 FE will be producing its own corporate and strategic plan, oversee the development and delivery of this plan and publish in line with agreement from strategic FE board, EEB and ENC
 - Monitoring and tracking progress against corporate priorities and targets
 - Assist with the co-ordination and completion of the FE business plan document in collaboration with other corporate teams as needed
 - CEO's/Executive office will be responsible for providing management commentary to the FE annual report and accounts to be laid before Parliament.
- Open Information, Data Handling, Complaints, Disputes and Security:
 - Effective management of FE information issues such as Fols, EIAs, Data Protection issues, complaints handling, official records handling and any dealings with the Parliamentary Ombudsman and Information Commissioner
 - FoI Forest Enterprise is subject to the Freedom of Information Act and the Environment Information Regulations Act which ensures the public can, on request be given information in accordance with its statutory obligations
 - Provide advice and guidance to the business for the above issues, ensuring the issues are dealt with in a timely and professional manner, limiting the risk to the business as far as possible
 - Gifts and hospitality register upkeep
 - Accident register overview AIRS
- Public Appointments:
 - Appointments handling for the new high level strategic FE Board, New Forest Verderers (FC Appointed and Official), Arboreta Advisory

Committee, strategic input into the FE community engagement project. All to be done in line with the guidance and approach for public appointments and with a clear, fair and transparent process

- Parliamentary and Ministerial Business:
 - Lead on the provision of answers to Parliamentary Questions (written and oral) related to FE business.
 - Lead and advise on responding to MPs correspondence both direct and via Defra.
 - Provide briefing for Ministerial and Parliamentary business via Defra or through any other arrangements agreed with FC and Defra.
 - Lead on the provision of responses to DWO correspondence (transferred from Defra or other Gov Dept) on FE related issues.

- Business Sustainability:
 - Oversee and accept the devolution of the central services business sustainability function programmed for the end of 14/15.
 - Oversee the delivery of business sustainability programme and targets which is primarily an FE activity.
 - Deploy funding that is devolved back to Exec Office for this function to assist with the delivery of the additional devolved business sustainability responsibilities.
 - ISO14001 certification for the public forest estate to be maintained audited and subject to continuous improvement.
 - Embed further into operational practice.

- Office management:
 - FE head office function in the Bristol office will be managed from Exec Office/Chief Executive's office and the following services will be maintained:
 - Reception service
 - Office moves related to FE Plus changes
 - Meeting room management
 - Catering orders and co-ordination
 - Health and safety/AIRS database
 - Facilities management- suppliers, contractors and tenders

13. Executive Office Key Performance Indicators:

<u>KPI</u>	2014/15
1. Establish the strategic board including acting as the secretary and providing formal secretariat function	
2. Establish a fully functioning and effective CEO's office in accordance with principles and requirements for good governance	
3. Deliver production of high quality FE corporate documents to agreed timescales	
4. All legal obligations on open information and protection of FEs	

reputation by handling complaints effectively	
5. Public Appointments – all FE related Public Appointments will be carried out on merit in accordance with good practice guidance (OCPA)	
6 All Parliamentary and Ministerial business in relation to FE will meet the externally set deadlines and will be in line with cabinet office guidance for standards and approach	
7. Maintaining ISO14001 and a smooth transfer of services through the devolution of Business Sustainability services from central service to England	

Business Plan

14. The charges set out in this SLA are based on the approved 2014/15 Business Plan for the National Office (excluding the costs of the Woodland Policy Enabling Programme and depreciation charges). They include a share of 620 Bristol Business Park overheads, and an allocation of Central (Silvan House) Shared Service costs attributable to the National Office.
15. For 2014/15 the cost allocation has been calculated using the average of the estimated time allocated by individuals within each team to business entities within FCE and the 'Westminster Group' (FCE/CS). Annex B provides more detail of the cost calculation.
16. The resulting charges for FEE by National Office team are:

F&P	HR	Comms	ExOff	NO ohds	CSS SLA	Total
£337k	£159k	£234k	£333k	£446k	£229k	£1,738k

In year Financial Management

17. The National Office Finance Business Partner will raise quarterly journals, each reflecting 25% of the overall charge.
18. Should costs materially differ in year to planned expenditure (i.e. by +/- 10%) then nominated contacts will discuss appropriate handling.
19. Should FEE require additional specific services in year, which the National Office are able to accommodate and incurs an incremental direct cost or materially reduces effort spent on work for other FCE/CS business entities, then appropriate additional charges will be agreed and applied.

Nominated Contacts

20. The lead contacts for this SLA are:

FEE: **XXXXXXXXXX** TBC
 National Office: Steve Meeks

21. All issues relating to this SLA should be routed through these contacts in the first instance.

Signed:

 Ian Gambles, Director FC England

 Simon Hodgson, FEE CEO

ANNEX A – CORPORATE SERVICE PROVISION TO FEE

Silvan House Shared Service	SH SS £m	National Office Service	NO £m	Total £m
Information Services	1.574	n/a	n/a	1.574
Policy and Support				
Data Networks				
Voice Networks				
Service Desk				
Desktop Management				
Enterprise Systems				
Business Solutions				
Radio and Electronics				
GLOS Development				
FAS Services	0.580	FCE Finance	0.337	0.917
Credit Management		Financial Accounts		
Service Centre		Valuations		
Governance / Policy		Fixed Asset & Capital Accounting		
Core FC Corporate		Civ Eng & MES Accounting		

Silvan House Shared Service	SH SS £m	National Office Service	NO £m	Total £m
Commercial Sales Systems		Cash & Treasury Management		
Business Planning and Monitoring		Financial Control Visits		
Annual Reports and Accounts		OSCAR Reporting		
Procurement Support		GL management		
Direct Procurement		Transaction Processing		
		Procurement advice, guidance & negotiation		
		Contract management (G4S		
Human Resources	1.264	FCE HR BP	0.159	1.423
Divisional Management		Strategic HR & OD Advice		
Equality and Diversity		Grievance, discipline, performance & sickness absence		
Pay and Benefits		Structural implementation & change		
Policy Development		Post Filling		
Job Evaluation		Advice & Guidance		
Transactional		Learning & Development		
Staff Transfers		Workforce & Succession Planning		
Case Management		Diversity		
Occupational Health		Staff Survey		
Payroll System		HR Metrics		
Pensions		Staff Council		
People Support				
Technical Training				
Management Development				
Graduate Development				
Safety, Health and Environment				
FCTU Office				
Office Support				
Internal Audit	0.117	n/a	n/a	0.117
Internal Audit				
IFOS	0.539	n/a	n/a	0.539
Inventory and				

Silvan House Shared Service	SH SS £m	National Office Service	NO £m	Total £m
Forecasting				
Operational Support				
Mapping and Geodata				
Communications	n/a	FCE Comms	0.234	0.234
		Head of Profession		
		Press & Media Relations		
		Internal Comms		
		Brand Development		
		Digital Comms		
		Stakeholder Relations		
Executive Office	n/a	FCE ExOff	0.333	0.333
Other Services				
England Apprentice Support	0.109			0.109
Business Sustainability/Estates Guidance	0.044			0.044
Forester Roadmap Benefits	0.065			0.065
SH Accommodation	0.454			0.454
Other Services				
		National Office Overheads	0.446	0.446
		Reallocation of NO share of CSS SLA	0.229	0.229
GRAND TOTAL	4.746		1.738	6.484

ANNEX B – COST CALCULATION

	F&P	Comms	ExOff	HR	Nat Off	Other	Total
14/15 Budget	£648,856	£623,411	£681,568	£294,088	£928,079	£477,381	£3,653,383
% Staff Alloc							
FEE	52	38	49	54	48	48	
FS	27	31	32	30	30	30	
NO	11	20	12	8	13	13	
West' Grp	8	0	0	0	2	2	
Other	3	11	8	8	7	7	
Total	100	100	100	100	100	100	
Ave %							
FEE							48
FS							30
NO							13
West' Grp							2
Other							7
Total							100
£ cost per business area							
FEE	£336,594	£233,779	£335,541	£158,808	£446,883	£229,866	£1,741,471
FS	£174,380	£193,703	£214,956	£88,226	£277,229	£142,600	£1,091,093
NO	£70,969	£126,909	£83,885	£23,527	£119,728	£61,585	£486,602
West' Grp	£50,692	£0	£0	£0	£18,127	£9,324	£78,142
Other	£16,221	£69,021	£52,428	£23,527	£67,898	£34,925	£264,020
Total	£648,856	£623,411	£686,811	£294,088	£929,864	£478,299	£3,661,329

- Notes: 1. £3.7m excludes £0.8m direct initial allocation to FS. Total NO/FS SLA equals £4.5m
2. Pro rata adjustment to reallocate £7,946 over allocation in above table (i.e £3,661,329 less £3,653,383).