

**Table 5 - Summary of changes in working practices that reflect the enhanced working relationship set out in the revised Agreement between Defra and the Forestry Commission.**

Action/new way of working	Intended outcome
1) CFS analysts to be more fully integrated into the wider Defra/FC forestry policy team	More efficient and effective use of the available resource
2) FC communications to consider 'forestry policy newsletter', bringing together NEt News, Area Team news, CFS analysts' news and the monthly Information Release	Improved line of sight for DFPST on 'real-life forestry issues.
3) Improved understanding of FC and Defra representation on internal representational groups; FS Business support to maintain Tables 1 and 2.	More efficient and effective use of the available resource
4) Consider light-touch reporting framework for forestry policy following Programme/Project Board meetings	To improve communication between teams and avoid conflicting messages/positions
5) DFPST representative to attend (dial into) bi-monthly FS NEt meetings	To improve communication between teams, update FS NEt on upcoming issues and avoid duplication of effort
6) Director Forest Services and Head of FS NEt (or as delegated) will attend/dial into relevant policy-focussed DFPST meetings	To improve communication between teams, update DFPST on upcoming issues and avoid duplication of effort
7) DFPST to update FS NEt on Ministerial preferences for submissions, as required	Improved efficiency and reduced duplication of effort
8) DFPST to access SLA with FR via FS NEt lead indicated in Table 1.	More efficient use of resources
9) Establishment of shared forestry programme	Enhanced and more efficient joint working; activity leads identified to avoid duplication of effort
10) Establishment of Forestry Shared Programme Oversight Group	Light touch governance of shared forestry programme
11) Forestry Forum identified as stakeholder reference group for shared forestry Programme (set in the context of overall FWPS delivery)	Light touch Governance of shared forestry programme
12) Progress on shared forestry programme standing agenda item at ENC meetings	Light touch Governance of shared forestry programme within existing arrangements
13) FC Director England to receive papers and attend weekly Defra Directors' meetings and monthly Corporate meetings	Improved 'line of sight' between FC and Defra; earlier sight of opportunities and risks
14) Director FS (and other SSG, as appropriate) to receive papers and attend monthly Defra DD meetings	Improved 'line of sight' between FC and Defra; earlier sight of opportunities and risks

15) FC to provide regular input to Ministers' monthly bio-security briefings	Improved 'line of sight' between FC and Defra; earlier sight of opportunities and risks
16) FC to provide input to weekly DG update paper	Improved 'line of sight' between FC and Defra; earlier sight of opportunities and risks; improved efficiencies realised through better joint working
17) Formal six-monthly meetings between FC Chair, Director FCE and Ministers (June/Dec)	Improved 'line of sight' between FC and Ministers
18) Review of FC Corporate Indicators in 14/15 to check that they are fit for purpose	Improved Corporate reporting
19) Maintain explicit role for FC to lead on Parliamentary correspondence, briefings and submissions where this is consistent with the technical nature of an issue.	Improved efficiencies and reduced duplication of effort
20) Clarification of protocol for Parliamentary correspondence: e.g. FC sign-off of relevant PQ replies of a technical or expert nature subject to CCU agreement.	Improved efficiencies and reduced duplication of effort
21) Clarification of protocol for relevant technical or expert briefings and submissions.	Improved efficiencies and reduced duplication of effort
22) FC to be present at briefings with Ministers when forestry-related matters of a technical or expert nature are discussed	Improved 'real world' advice and line of sight with the sector
23) A common FC/Defra forestry issues Q&A is maintained by FC Executive Office	'Corporate memory' maintained and improved efficiency through avoiding duplication and repetition
24) Improved joint-working and interaction between FC and Defra communications teams and clarification of ways of working	Single team ethos to realise communication opportunities and avoid conflicting messages
25) FC to continue to publish technical guidance supporting UKFS, in line with 'smarter guidance' principles	Clear guidance to enable to forestry sector to achieve legal and best practice requirements
26) FC and Defra to operate strategic approach to stakeholder engagement based around the Forestry Forum, FWACs and subject specific working groups	Improved efficiencies over stakeholder engagement and consistent messaging
27) Clarification of legal responsibilities of FC and Defra over the PFE, regulations, appeals and plant health	Line of sight to ensure legal boundaries, as they stand, are not crossed
28) WPEP programme office will co-ordinate FC 'One Business' activity and report progress on a quarterly basis	Improved understanding between FC and Defra of ongoing activity in this complex programme