

Title of Meeting :	Forest Enterprise Strategy Board				
Purpose of meeting	Internal Governance				
Location :	Conference Room, National Office, Bristol.				
Date :	22 July 2015	Start :	09:30	End :	11:30
Attendees :	Simon Hodgson (Chair) David Hodson Josie Masters Keith Oates Mark Pountain Mark Street Michael Seddon Miranda Winram Paddy Harrop PK Khaira-Creswell Richard Barker Sarah England				
Apologies:	None				
Secretariat:	Nadia Balasco				
Item	Agenda Item				Led by
1 (5 mins)	Welcome and Apologies - Chairman's introduction The Board introduced themselves and Simon Hodgson welcomed Josie Masters, FEE Governance officer. - Minutes and Actions The Board approved the minutes of the meeting held on 23 April and the actions were discussed and updated.				Simon Hodgson
2 (10 mins)	Governance <ul style="list-style-type: none"> Review of terms of reference and associated Strategy Board role and responsibilities in relation to governance. Michael Seddon introduced paper 10/15 which highlighted the points discussed in February's meeting on the governance arrangements for Forest Enterprise England and the Board's role within that. It was observed that whilst the current format of the framework overall was good, "forward looking" over a "longer term" should be included in the document, as some of the papers to be considered by the Board will have a much longer time frame than currently indicated. It was agreed that Miranda Winram will incorporate these views into the Strategic Plan and provide an update at the November meeting. Action: Miranda Winram.				Michael Seddon

<p>3 (10 mins)</p>	<p>FEE Management Organisation Transition</p> <ul style="list-style-type: none"> • Review of the organisational change process. <p>The Board reviewed the FEE Plan illustrating the current status within the transition process for all functions; communications and marketing, corporate governance, finance, procurement, information services, estates and operations. Good progress had been made since February’s meeting with regard to the Bristol Head Office structure. Further consultation on the Bristol office plan changes and additional developments on the communications and marketing structure with a proposal to transfer more of the communications functions into FEE are ongoing.</p> <p>The Board recognised the complexities of the transition process and acknowledged that although moving forward to timescale, further focus on the new organisation’s policy and delivery need due attention. It was agreed that although work is progressing, outcomes and progress need to be made more visible with all areas of the business showing resource, implications and challenges set out clearly.</p>	<p>Simon Hodgson</p>
<p>4 (20 mins)</p>	<p>Strategic Plans and Reports</p> <ul style="list-style-type: none"> • Update on Releasing our Potential – discussion and agreement on the draft for the Strategic Prospectus. <p>Miranda Winram introduced paper 11/15 with the latest iteration of the “We are changing. It starts with you” document. This version reflected the feedback and comments from staff who had been engaged in the preparation process.</p> <p>The Board discussed the content and agreed more clarity on what “change” means to people needs to be incorporated. Consideration should also to be given on how to set up a new autonomous organisation and the new brand and new name. Although not required immediately, it will be necessary soon and these are processes that everyone can engage in. It was agreed that “values” will play a large role in this process and it has different meanings for different people. Values are key to empowering people to take more responsibility, use initiative, be creative and have accountability. Values fit with culture and brand. Action: Further progress to be made on the page “we can unlock our potential”. Miranda Winram.</p>	<p>Miranda Winram</p>
<p>5 (10 mins)</p>	<p>Finance</p> <ul style="list-style-type: none"> • Update on financial status. <p>David Hodson gave a short presentation showing the overall, operating result for the first quarter. Overall operating costs are currently lower than plan. Capital investments are 600k behind plan (because of the practical operation issues with Delamere Nurseries) which gives minor concerns for delivery of investments. The cash balance is £2.9 million better than plan. The current forecast overall is to keep within a break even target.</p> <p>The Board discussed the current investments, the ongoing building projects and those on the programme unlikely to be implemented</p>	<p>David Hodson</p>

	<p>in the current year due to not fully developed plans. The Board agreed it would be useful to look at the investments that will increase revenues. ACTION: Item on Investments to be included in the November Board meeting. Michael Seddon.</p>	
<p>6 (20 mins)</p>	<p>Management Information – Dashboard</p> <ul style="list-style-type: none"> Review of proposed dashboard indicators and any development of them. <p>Miranda Winram shared the draft dashboard with the Board. The draft showed some of the areas where feedback had been received. Following discussion, the following points should be given further consideration:</p> <ul style="list-style-type: none"> Whether or not the information on the dashboard is being exploited to its full potential with regards people and the measurement in terms of staff turnover? Review of the temperature gauge internally and in the increasing size of the forests and investments. Add measure on new businesses to indicate any projects, the estimated value and forward direction. <p>Action: Miranda Winram to develop suggested additions to the Dashboard with relevant ET members.</p> <p>The Board agreed that the document should reflect how the business is being improved, with information that can be reported on a regular basis and forward looking.</p>	<p>Miranda Winram</p>
<p>7 (5 mins)</p>	<p>Risk Report</p> <ul style="list-style-type: none"> Consideration of the significant risks. <p>David Hodson shared paper 14/15 Explaining the Risks with the Board, in particular the risk regarding “Shared Services”. It was agreed that this is a risk for the Forestry Commission and not limited to FEE and that further consideration be given to removing from the register in the next financial year once we have moved through this current change and have more opportunity to control the risk.</p>	<p>David Hodson</p>
<p>8 (20 mins)</p>	<p>HR Update</p> <ul style="list-style-type: none"> Update the Board on the current thinking regarding future HR issues; PowerPoint and presentation on the “Future HR agenda - FEE Plus and beyond”. <p>Sarah England presented paper 15/15 which highlights the changes required to support FEE through the change process. Sarah also confirmed that the HR and Finance teams will report into England from April 2016. The changes to date had been supported by the trade unions and the plans will be communicated to staff. In terms of HR and the future look; the propose structure under appendix one shows the current team and plans to bring work from HR Services into England.</p>	<p>Sarah England</p>

	<p>The change will be undertaken collaboratively with FCS and FR and will bring transactional work and operational support into the new multifunctional team in England.</p> <p>The Board agreed that the HR function will assist the overall transformation of the organisation.</p>	
<p>9 (5 mins)</p>	<p>Business Areas Update</p> <ul style="list-style-type: none"> An opportunity to ask questions on the business area reports, circulated ahead of the meeting. <p>The Board considered the report to be useful and informative.</p>	All
<p>10 (5 mins)</p>	<p>AOB</p> <ul style="list-style-type: none"> Future Meetings: 10:00 a.m. on 24 November 2015 - Maple House, 150 Corporation St, Birmingham, B4 6TB 	All