

Supporting You Through Change

People Strategy 2016-2019

Forestry Commission Overview – Journey we are on – A Foreword by Sir Henry Studholme

At the Forestry Commission we value our people above all else. Your passion, commitment and pride in what you do, drives our success and reinforces our reputation as a world-class forestry organisation.

As we navigate through this period of significant change, supporting people to continue to perform at their best is our priority. Our People Strategy 2016-19 sets out the framework for this support.

As we respond to the changing needs of the world around us, our mission remains clear: to protect and expand forests and woodlands and increase their value to society and the environment.

For as long as we are one organisation we will work together, upholding our shared values, to achieve success, seeking opportunities to develop ourselves and the organisation.

Supporting You through Change - the Purpose of the People Strategy – Allie Walker, Interim Director Human Resources

Our ability to adapt as the Forestry Commission continues to evolve, depends on our people having the right skills, knowledge and behaviours to both deliver our current goals, and to prepare for future requirements.

We want all of our employees to be prepared, equipped and engaged as we enter a new chapter in the Forestry Commission's history. We recognise that for some people, periods of change can cause uncertainty. For others change brings new possibilities and is something to be relished. During these times communication and leadership are more important than ever.

The 2016-19 People Strategy builds on the previous strategies. Many of the themes from 2011-16 People Strategy are still relevant, but there is an increased focus on how we plan to develop and support our people during this time of change.

Change can be daunting but it is also an opportunity. As we continue to evolve, there may be the chance to take on new roles or project work or to develop skills. We want to ensure everyone is enabled to make the most of these opportunities as we adapt together to a new future.

Our Working Environment

The Forestry Commission sits within the wider landscape of government and our People Strategy needs to acknowledge and respect the changing environment in which we operate. Influences on how we work include:

Social:

- Changing attitudes to work/life balance
- Diversity
- Changing skills agenda
- No longer a Job for Life
- Demographics – ageing workforce
- Urbanisation of Forestry

Technology:

- Mobile technology
- Government's Digital Strategy
- Social Media
- Legacy systems
- Low carbon technologies
- Investment in IT systems

Economic:

- Changes in the timber market
- Public Sector spending reviews
- HMRC taxation of benefits
- UK employment law

Environmental:

- Increased threat to forests from pests and diseases
- Increased regulations
- Move from Forestry to Land Management
- Business sustainability agenda
- Renewables

- UKWAS certification

Political:

- Public Sector pay
- Continued public scrutiny
- Changing political landscape
- Land Reform Act Scotland
- Community Empowerment Bill
- EU Referendum

Our Mission for the Forestry Commission

Our mission is to protect and expand forests and woodlands and increase their value to society and the environment

Our Vision for this People Strategy

Forestry Commission employees are prepared, equipped and engaged to manage the changing work environment and to drive and embed the change in a positive and successful way.

Our Values

Our People Strategy will continue to reflect and incorporate the Forestry Commission's values:

Teamwork
Respect
Communication
Professionalism
Learning
Creativity

How will we achieve our vision?

The key themes we need to focus on to achieve our vision are:

Employee Health, Safety and Wellbeing
Engagement through Change
Right People, Right Place, Right Time
Employee Knowledge and Skills
Equality and Diversity
Recognition and Reward

Our commitment to you

We want you to:

- Feel supported and valued as we undertake this period of change

- Continue to feel committed and motivated and to be the best that you can be
- Have leaders you can believe in who are focused on guiding you and communicating with you
- Know that you are treated with respect and integrity
- Feel stimulated by the opportunities change brings
- Know that you are enabled to maximise development opportunities that arise from the changes
- Be equipped to contribute to the business' continued success as the Forestry Commission evolves

What will Success Look Like?

- England, Scotland, Forest Research and Shared Services will each have action plans to deliver local activity aligned to our key themes
- Change will be managed fairly, consistently and transparently
- Our people will feel engaged and communicated with throughout the change period and beyond
- Business as usual will continue to be delivered and the FC will continue to have the reputation of an organisation that delivers its business objectives

Key Themes : **Employee Health, Safety and Wellbeing**

The Health and Safety vision is that “Everyone working with the Forestry Commission remains safe and well and our woodlands are safe and enjoyable places to visit”

We will continue to manage health and safety, caring for people and upholding our legal duties. We will seek ways to support your wellbeing during this period of change. We will work with FR, Shared Services and the Countries to deliver their localised Health, Safety and Wellbeing plans to ensure that all of you are safe and healthy at work.

Our focus will be on:

- Delivering the Health and Safety Strategy
- The Health and Wellbeing of our staff
- Supporting our employees through change

Through:

- Ensuring our employees have legally compliant policy and guidance
- The development of country specific action plans
- Working in conjunction with L&D to ensure our people have the tools and understanding to deal with change

Engagement through Change

We recognise that for some of you periods of change are unsettling and we need to keep you engaged as we move along the change journey.

We will look for opportunities to talk and work closely with you, both formally and informally as the Forestry Commission continues to evolve. We will seek to maximise the relationship with our colleagues in the FCTU to ensure that we communicate effectively and transparently. We will ask for feedback to ensure that all of you have a voice and are able and encouraged to share your questions, concerns and ideas.

Our focus will be on:

- Retaining the Forestry Commission culture
- Retaining our people
- Communicating openly and transparently
- Leading with purpose and integrity through change

Through:

- Living our values
- Ensuring the level of internal communication is timely and appropriate and keeps you informed
- Facilitating regular feedback opportunities such as employee focus groups to ensure you have a voice
- Supporting our managers to be strong leaders through change
- Working closely with the FCTU to ensure a clear understanding of employee areas of concern and working together to address these

Right People, Right Place, Right Time

As the Forestry Commission continues to evolve it will become increasingly important to make sure we have the right people in the right place to enable us to thrive.

We recognise that whilst some of you thrive during periods of change, for some of you, uncertainty can be unnerving. We know that through effective planning and more flexible approaches to working we can help you to be fit for the future, whatever shape it may take.

During this period of change, **we will** work hard to find you new opportunities; take a flexible approach to managing our workforce and support you through the changes to business direction.

Our focus will be on:

- Seeking opportunities to redeploy people whose roles are impacted by change
- Supporting our people through the changes with clear advice and clarity of process
- Encouraging flexible approaches to work

Through:

- Enabling flexible working where appropriate
- Communicating with you in a timely and clear manner about changes to business direction and the potential impact
- Provision of relocation support services where applicable
- Providing you with clear, honest advice on deployment opportunities

Employee Knowledge and Skills

As the Forestry Commission continues to evolve, capturing and sharing knowledge will become increasingly important.

Similarly, different parts of the organisation may need additional or new skills in the future, so it's important to identify these gaps.

We will continue to ensure that you have the opportunity to develop skills, knowledge and behaviours to fulfil current business needs. We will also support you in the acquisition of new skills to equip you for future business needs.

Our focus will be on:

- Enabling our people to manage change
- Sharing of expertise and knowledge transfer
- Developing knowledge, skills and behaviours for current and future needs
- Helping our people to grow and develop their careers

Through:

- The creation of country specific learning and development interventions
- Ensuring each evolved area of the Forestry Commission has a clear understanding of their leadership and management capability requirements
- Putting in place action plans to capture legacy knowledge for all areas of the organisation

Equality and Diversity

Legal compliance will continue to be the top priority of the diversity teams. Against a background of changing UK demographics, workforce diversity continues to be an essential area of focus for us all.

We will continue to work towards our goal “to have a diverse workforce that reflects the society in which we service and to continue to offer exemplar customer services to diverse communities”.

Our focus will be on:

- Ensuring legal compliance
- Ensuring our workforce represents the community in which we work
- Delivering locally tailored activities to our diverse customers around the Equality and Diversity agenda
- Building relationships with colleges and universities to ensure a truly diverse workforce

Through:

- Publication of an annual monitoring report
- Development of local actions plans
- Delivery of published diversity objectives
- Community engagement

Recognition and Reward

We want our employees to feel recognised and rewarded for their contribution to the Forestry Commission. We want to enhance the pride and morale of our employees by formally and informally recognising their contributions to our success.

We will explore non-financial forms of recognition to ensure we maximise all opportunities for employee celebration, whilst working to ensure that you are fairly rewarded for the work you do.

We acknowledge the confines of Government Pay Policy but will maximise what we have for the benefit of you, our employees.

Our focus will be on:

- Ensuring fairness and consistency in our application of pay awards
- Identifying formal and informal opportunities for recognising employee success

Through:

- Involving the FCTU as we develop the options for our pay proposals and discussing the proposals with them to ensure that staff views are represented and accounted for
- Reviewing staff benefits, including examining the opportunities provided through central civil service schemes
- Ensuring that management training includes advice and guidance on recognising and rewarding staff achievements

As an organisation we are facing unprecedented change – what we do today is significantly different to what we did ten years ago. In two or three years' time, things will be very different again. It is thanks to your skills, knowledge, experience and positive behaviours that we will be able to adapt to this changing environment.

The future will look different but different does not have to be negative – with the support of you all, our mission for the forests and woodlands of Britain will continue and we will be prepared and ready to face a new future with enthusiasm and commitment.