

1. East Anglia Forest District Strategy

1.b District Perspective

The plan consists of a strategy overview, followed by a description of the Strategic Management Team's role and then completed by the seven teams' individual action plans/matrices.

1.b.i District Overview

The District Strategy's principal aim is to deliver public benefit. This will be achieved through a variety of methods that enhance the estate so as to increase its public value. The plan seeks to perform this core function sustainably and thus demonstrate that it is delivering best value. The District's business plan constitutes the tactical expression of the strategy.

Wherever practicable, the District will also seek partnerships with government agencies, local authorities, non-governmental organisations and any other significant interested parties, in the pursuit of the broadest manageable range of agendas as is possible.

1.b ii. Strategic Management Team's Role

Heading up this Forest District is a Strategic Management Team led by the Forest District Manager. This team serves three primary functions:

- **Leadership**
- **Strategic Planning**
- **Communication**

Leadership

Will be focused on creating an enabling environment so that the District team can engage together to ensure sustained delivery. A key element is to ensure highly-motivated and inspired staff who are able to realise their own potential.

Strategic Planning

To perform this function the Strategic Management Team will exploit its business planning capability as well as ensure the necessary planning systems and strategic resources (people, tools and finance needed) are in place to deliver the agreed strategy. This will require performing the vital role of co-ordinating this complex action plan via the Planning Team. The teams' objectives require the District being correctly and sufficiently resourced.

Communication

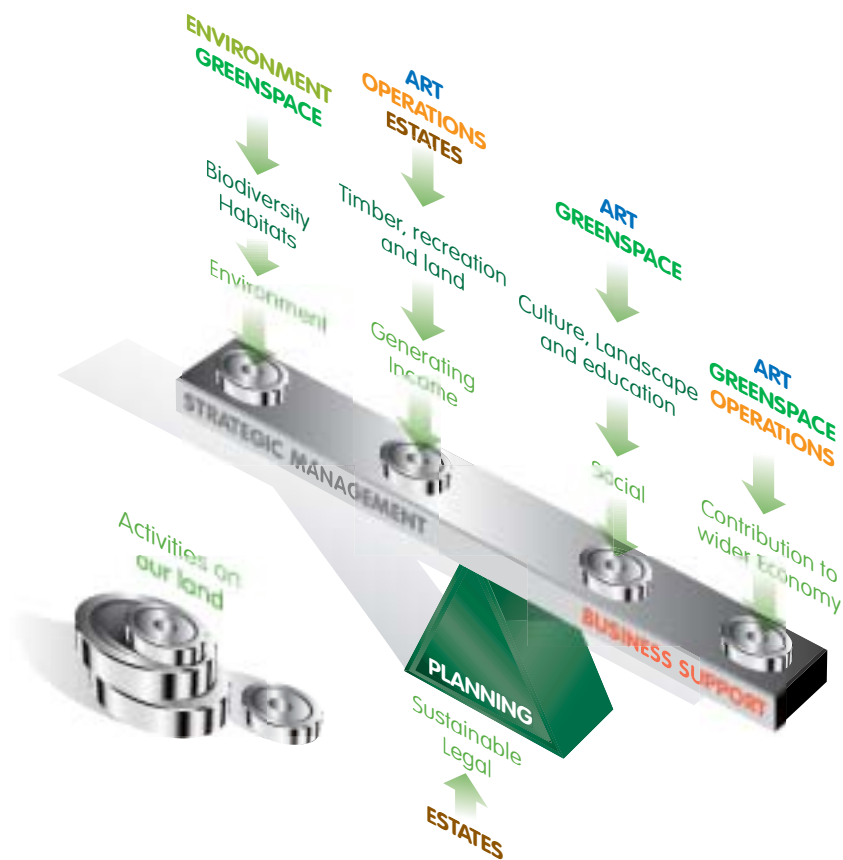
The Strategic Management Team is committed to communicating with staff and stakeholders alike. Processes will be installed to ensure communication lines remain open and vital feedback is secured outside the Performance Management System (PMS). There is also a responsibility to flag up any changes in direction.

1.a.i. Managing for multiple objectives

The creation and maintenance of the estate's landscape provides a wide range of benefits, including creating valuable habitat for endangered species, providing attractive and accessible greenspaces for people to enjoy and supplying timber for sustainable heating and building. Often these different objectives can be delivered in harmony with each other (for example, the regular cycle of tree felling and planting needed to maintain timber

supplies also maintains high quality habitats for rare bird species). However, occasionally, compromises have to be found where work to achieve one objective may conflict with another.

The role of the Planning Team is to facilitate the balancing of the social, environmental and economic drivers and to diffuse any tension that may arise between teams. The complex nature of the relationships between teams is apparent from this diagram:



The District addresses many of these conflicts through its planning processes:

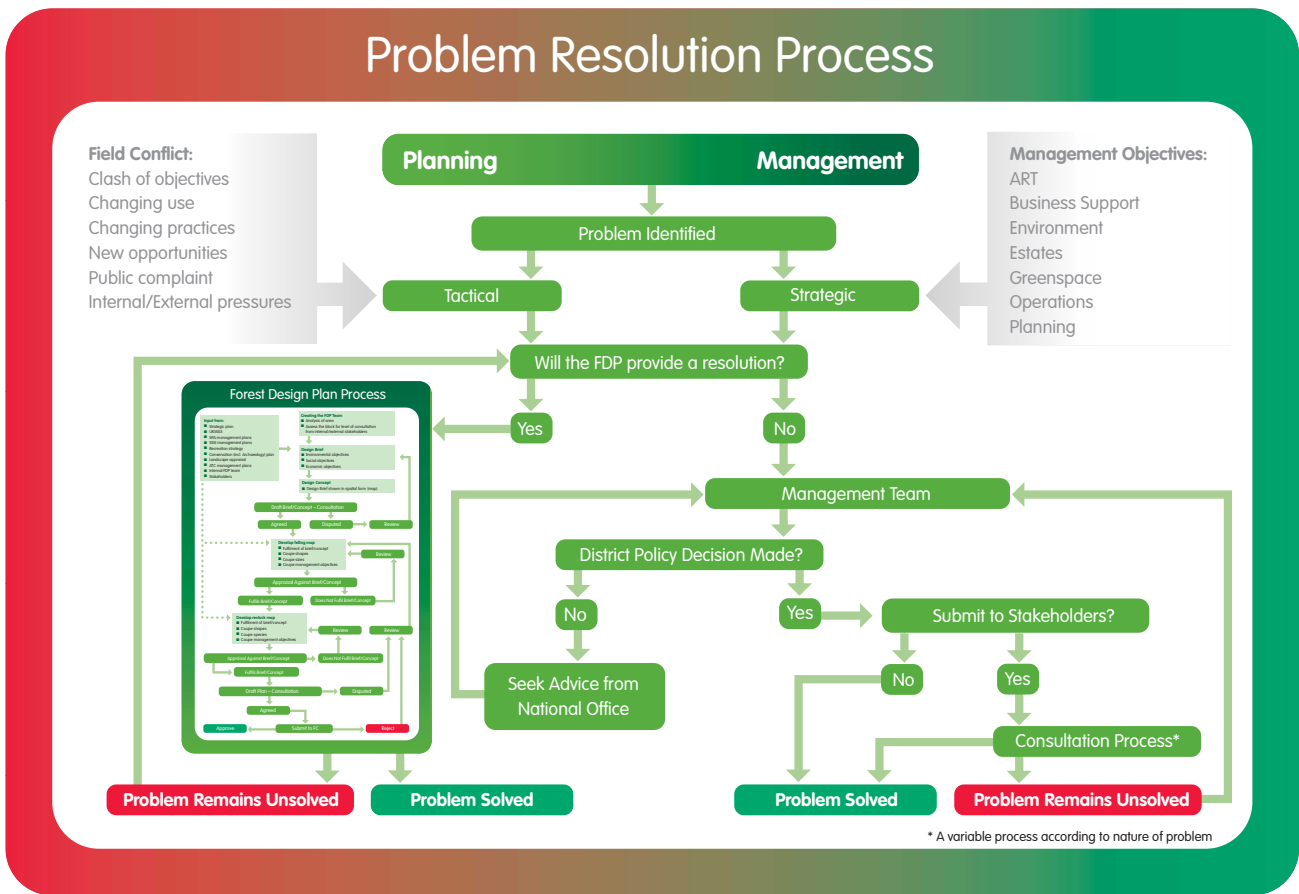
- This **Strategic Plan** and the strategic management team highlight and provide guidance on overall priorities across the district.
- **Forest Design Plans**, and the planning team, tackle the balance of objectives on individual areas of land.
- The **Business Plan** balances objectives relating to resources.

Our open management ethos and the Forward Team Plan approach (see Section II 1.a.iii) supports all of these management decisions.

For particularly controversial issues we may approach stakeholders or other experts for advice (see Appendix 3).

Appendix 3:

East Anglia Forest District Problem Resolution Process



Appendix 4:

Forest Design Plan Process

