

Forestry England Board Meeting Agenda

21 April 2020 9:30 - 12:00

Virtual MS Teams Meeting

Attendees

Forestry England Board: **Ian Gambles, Julia Grant, Tristram Hilborn, David Hodson, Peter Latham, Jennie Price, Gurch Randhawa, Mike Seddon, William Worsley (Chair)**

Apologies:

In attendance: **Mari Sibley (item 4), Clare James (item 5)**

Secretariat: **Rachel Mackintosh**

NO. / TIME mins	Start time	ITEM (Materials)	OUTCOME REQUIRED	LEAD
Welcome				
1. 10 mins	9:30	Chair's Welcome Declarations of Interest Approval of minutes and matters arising	Approval	Chair
Management Accountability				
2. 35 mins	9:40	CEO report Including: <ul style="list-style-type: none"> • Strategic update • Business area update • Health & Safety • Risk Management • Performance Scorecard 	Discussion & note	Mike Seddon
3. 45 mins	10:15	COVID-19 operational and financial report	Discussion & note	Tristram Hilborn / David Hodson
Items for Approval				
4. 20 mins	11:00	Commercial Sensitive	Approval	Mari Sibley
5. 30 mins	11:20	Health & Safety Annual Review	Discussion /Direction	Clare James
Concluding items				
5 mins	11:50	AOB <ul style="list-style-type: none"> • Board self-evaluation 		Chair

Future meetings:

4 June 2020	Nobel House, London (<i>to be kept under review, or held virtually</i>)
6 October 2020	TBC - (<i>staff conference postponed - proposal to rearrange North District visit to 6-8 October</i>)
10 Dec 2020	TBC with Commissioners Meeting

Papers:

- Item 1: Minutes 09.03.20
- Item 1.2: Action log updated 14.04.20

- Item 2: Paper 2.1 CEO Report April 2020
 - Paper 2.1.1 Appendix 1 Risk Register updated 14.04.20
 - Paper 2.1.2 Appendix 2 Performance Scorecard for April Board 21.04.20

- Item 3: *COVID-19 operational and financial report - to be circulated separately*

- Item 4: Paper 4.1 Commercial Sensitive
 - Paper 4.1.1 Commercial Sensitive

- Item 5: Paper 5.1 Health & Safety Deep Dive
 - Paper 5.1.1 Appendix 1 Draft Health and Safety Policy



Forestry England board meeting minutes

21 April 2020 9:30 - 12:00

Teams Meeting

Attendees

Forestry England Board: Ian Gambles, Julia Grant, Tristram Hilborn, David Hodson, Peter Latham, Jennie Price, Gurch Randhawa, Mike Seddon, Sir William Worsley (Chair)

Guests: Mari Sibley (Item 4), Clare James (Item 5)

Secretariat: Rachel Mackintosh

Agenda items

1. Welcome

| Item Lead: William Worsley

The Chair welcomed members to the sixth meeting of the Forestry England board, held via Teams video call. There were no apologies.

The Chair reflected on the changed circumstances as a result of Covid-19 in which the Board was now meeting and on his two recent communications on the current situation: an internal article for staff, the second for an external audience. He regretted that his induction visits had had to be put on hold, and he had not been able to meet people within the organisation, but these would be resumed when such visits were possible.

Declarations of Interest

There were no additional declarations made.

Approval of 09.03.2020 Board minutes

Minutes approved.

Matters arising, not appearing elsewhere in the agenda.

The Board agreed that actions should be closed that are either completed or underway. The remaining outstanding items had either been delayed due to pressures of the Covid-19 outbreak or because they needed scheduling and would need to wait until current restrictions were lifted. Mike suggested that some of these could be addressed in a workshop format when the time was right, the Board agreed.

Action Items	Person responsible	Deadline
Investigate and schedule a workshop when Covid-19 the lifting of restrictions allow.	Mike Seddon	TBD

2. CEO report

| Item Lead: Mike Seddon

Mike highlighted the following points in the CEO's report:

- The report was dominated by the impact of Covid-19 on business operations



- Conversations that are taking place with Forestry and Land Scotland, Natural Resources Wales, countryside orgs e.g. National Trust, RSPB, Kew and networking in Defra to ensure we are well-sighted on questions of access and approach to Covid-19
- The appointment of the new public sector holdings LLP nominated director for the Forest Holidays Board, Rosie Bailey - who brings strong financial background
- Acquisitions are still in process although there has been some delay
- The carbon credit pilot
- Approval by British Cycling of funding to develop cycling infrastructure as part of the Commonwealth Games in Cannock - exciting for cycling and the infrastructure legacy for the forest
- Haldon viewpoints project shortlisted for a national Architects Journal Award and the RoSPA Gold Leisure Safety Award for Go Ape demonstrating the quality of our offer
- Brand adverts the Board saw at the last meeting were well-received
- The trend in complaints about access to our car parks was noted
- The impact of Covid-19 on the Offer 2020 work
- Update on timber market - December to March, and current looking forward
- The work of the IT team in keeping the organisation connected through this time was noted and praised-echoed by the Chair and Board

The following were issues were raised by members and discussed:

- The Covid-19 messaging and equality of access to the forests, especially those near urban populations to be kept under frequent review. Mike noted that the messaging was consistent across the countryside sector and in line with Government advice to keep the public and our staff safe. The current message is that while carparks are closed, forests remain open for those who can access them through walking, cycling or riding
- Encouraging the opening of carparks at the earliest opportunity when restrictions start lifting whilst maintaining social distancing and staff and public safety.
- The Board asked for the organisation to be ahead in our planning and messaging for the relaxation of lockdown, making suggestions for options that could be considered.
- Motorsports review. Jennie asked for more details of the purpose and scope of the review, Mike will put her in contact with the appropriate person.
- The Board wanted to understand the scale of the impact on forest nurseries and the implications for future tree planting, this links to work across the FC, so there could be a joint piece of work needed here. Mike updated on work Confor were doing on this, of which we were part, and the investigations and actions being taken by Plant and Seed Supply to manage operations. However there were likely to be some future supply shortfalls consequent on Covid-19 affecting work in nurseries.
- The Board asked for confirmation that recruitment to the Head of Woodland Creation position was going ahead as priority role - Mike confirmed.
- The work on contributing to the National strategy for Disabled People was welcomed. Julia asked to be linked to this as she was also engaged in detailed work in this area.

Health & Safety report

Tris drew attention to the chainsaw audit that identified extensive good practice with elements for improvement.

Risk Management

Between December and mid-March three new risks had been added on timber markets, delivery of the nature based solutions work, and early identification of Covid-19.

Following review by ARAC on 17 March all risks were assessed for the impact that Covid-19 had on each of them, where necessary risk assessment levels had been raised and mitigating actions detailed.

Action Items	Person responsible	Deadline
Jennie Price to be put in contact with the appropriate person in regards to the Motorsports review.	Mike Seddon	4.06.20
Julia Grant to be put in contact with the appropriate person in regards to the work done on contributing to the National Strategy for Disabled People.	Mike Seddon	4.06.20

3. Covid-19 report - operations and finance | Item leads: Tristram Hilborn/ David Hodson

Tris presented the report to the Board that set out the key decisions that had been made, the risks to the organisations and mitigating actions being taken, the next steps and planning for the loosening of lockdown restrictions, whenever that may be. David took the Board through the financial forecasting and planning taking place. The following discussions took place:

- The positioning of various work strands, particularly in any approach to Defra for additional support: opinions were expressed that the health and wellbeing agenda, that appeared currently missing, as well the climate change, nature solutions and economic impact, particularly in the rural economy should all be a key focus in forward planning and in talking to Defra.
- Understanding of the worst-case financial scenario for a public body and the responsibilities of both the FC and Forestry England Accounting Officers who are not allowed to overspend.
- Planning for different types of exit from the current restrictions.
- Importance of keeping staff expertise within the organisation through this period and beyond if government aspirations are to be achieved.
- Timber income and the impact that the construction industry had on it and those industries where timber was currently in demand, e.g. pallets and pellets.
- Update of the impact on Forest Holidays, and the support and actions in place.

4. Commercial Sensitive

Item Lead: Mari Sibley

5. Health & Safety Deep Dive

Item Lead: Clare James

Clare James, Head of Health Safety and Technical Training presented this item on the approach being taken and the draft new policy. The Board appreciated and welcomed discussion on this important subject, and that the approach taken was looking beyond the obvious to get a deeper understanding to effect change.

The Board agreed that responsibility for Health & Safety rested with the whole Board and could not be delegated to an individual but agreed it appropriate to nominate an individual to support the internal communication and implementation of the policy.

The following discussions took place:

- The inclusion of auditing within the policy was appreciated, both in terms of process, and practice.
- Benchmarking across the organisation was useful and should be included, but to be aware that like with like is not necessarily being compared.
- The observation was made by Ian that he had seen gradual but significant improvement in the safety culture over the estate, so that the organisation was in a good place as reflected in the staff survey but there was still more to be done.
- All agreed there was a challenge to overcome human behaviours where there was a reluctance to report on poor practice seen in colleagues. Approaches that could be taken were discussed. Jennie agreed to share learning from CRT.
- A six-monthly review of H&S performance by the Board was agreed.

The recommendations in the paper were agreed.

It was noted that the policy would be circulated for approval outside of a meeting.

Action Items	Person responsible	Deadline
Agree the nominated non-executive to support the implementation and communication of the Health & safety Policy.	William Worsley	4.06.20
Share learning from a behaviour specialist's work done for CRT with Clare James	Jennie Price	4.06.20

AOB

Self-Evaluation - It was noted and agreed that the Board self-evaluation exercise would be circulated outside of this meeting for completion by all Board members.

New Non-executive - The Board were notified that recruitment for an additional non-executive with a financial background had been agreed for this Board, and would take place in due course.

Future Meetings - The following was noted:

- 4 June meeting was scheduled to be held in Nobel House, London. The likelihood was that this would need to be held on Teams, to be confirmed nearer the time.



- The staff conference scheduled for 5 & 6 October had been postponed to 2021. Conditions allowing, it was proposed to move the visit to North District to 6-8 October, details to follow.
- 10 December meeting would be held in conjunction with the Commissioners' meeting, details to follow.

The meeting closed at 11:48.



Paper Title: CEO Report

Under the freedom of information act 2000, exempt information this paper has been withheld from publication as per Section 43(2): Prejudice to commercial interests.

**If you wish to request this paper please contact Rachel Mackintosh at
Rachel.mackintosh@forestryengland.uk**



Paper Title: Risk Register

Under the Freedom of Information Act 2000, this paper has been withheld from publication as per Section 36(2): Prejudice to the effective conduct of public affairs.

**If you wish to request this paper please contact Rachel Mackintosh at
Rachel.mackintosh@forestryengland.uk**

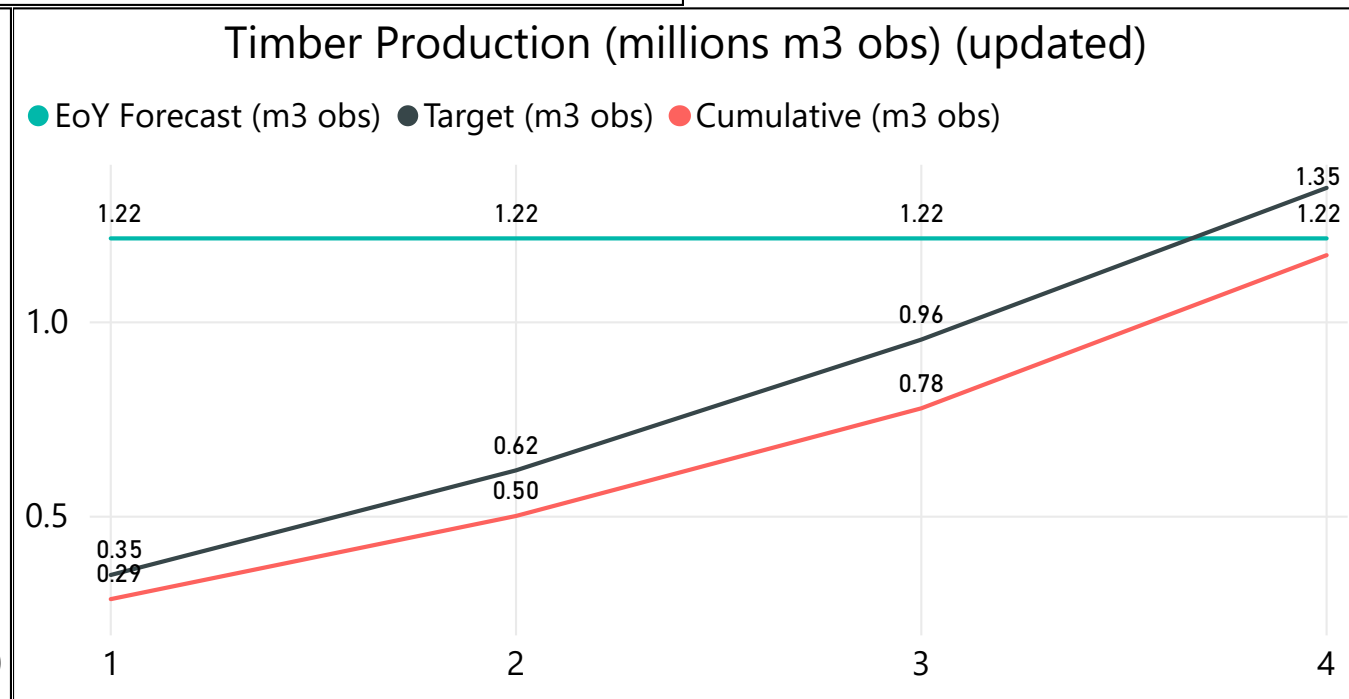
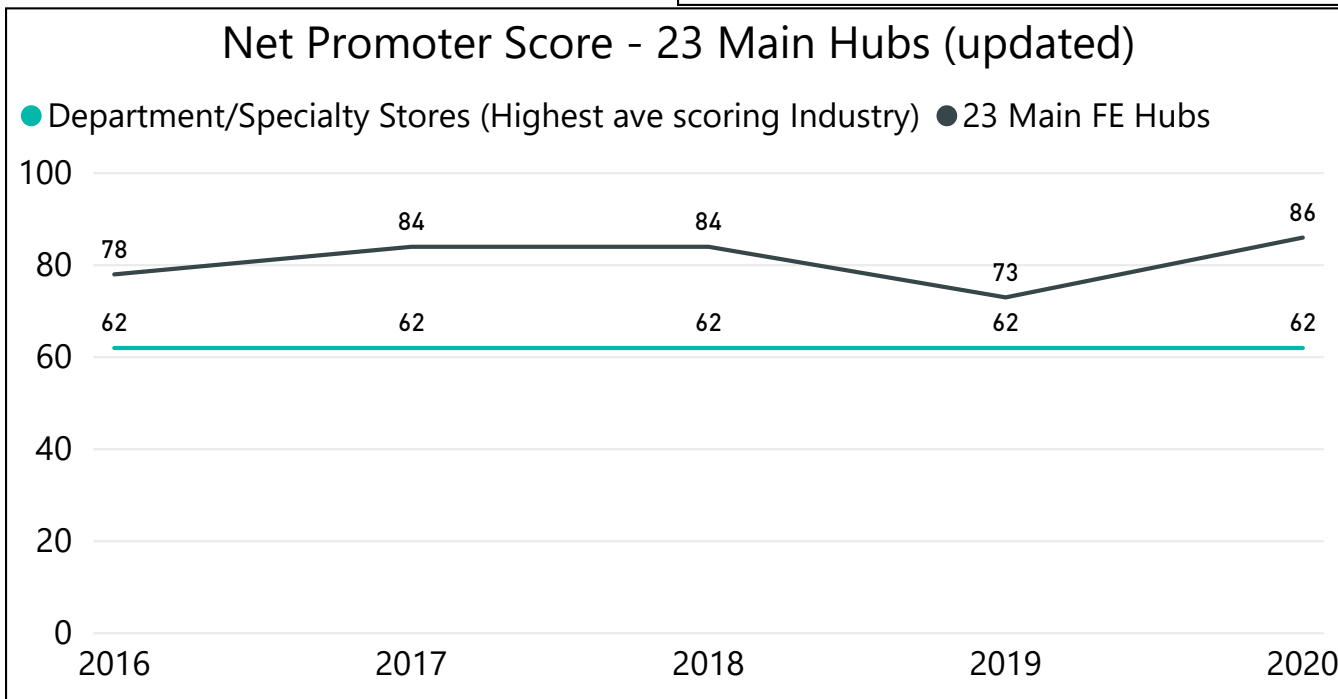
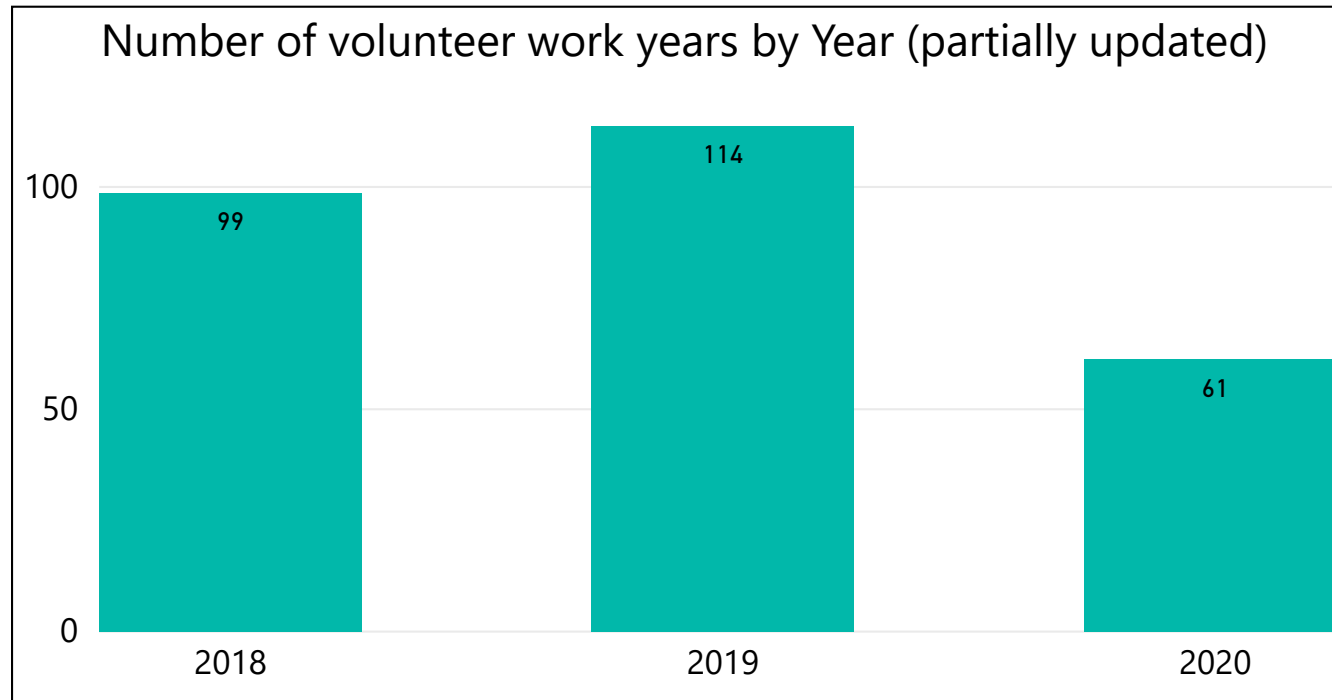


Forestry England Strategic Performance Scorecard

April 4th 2020

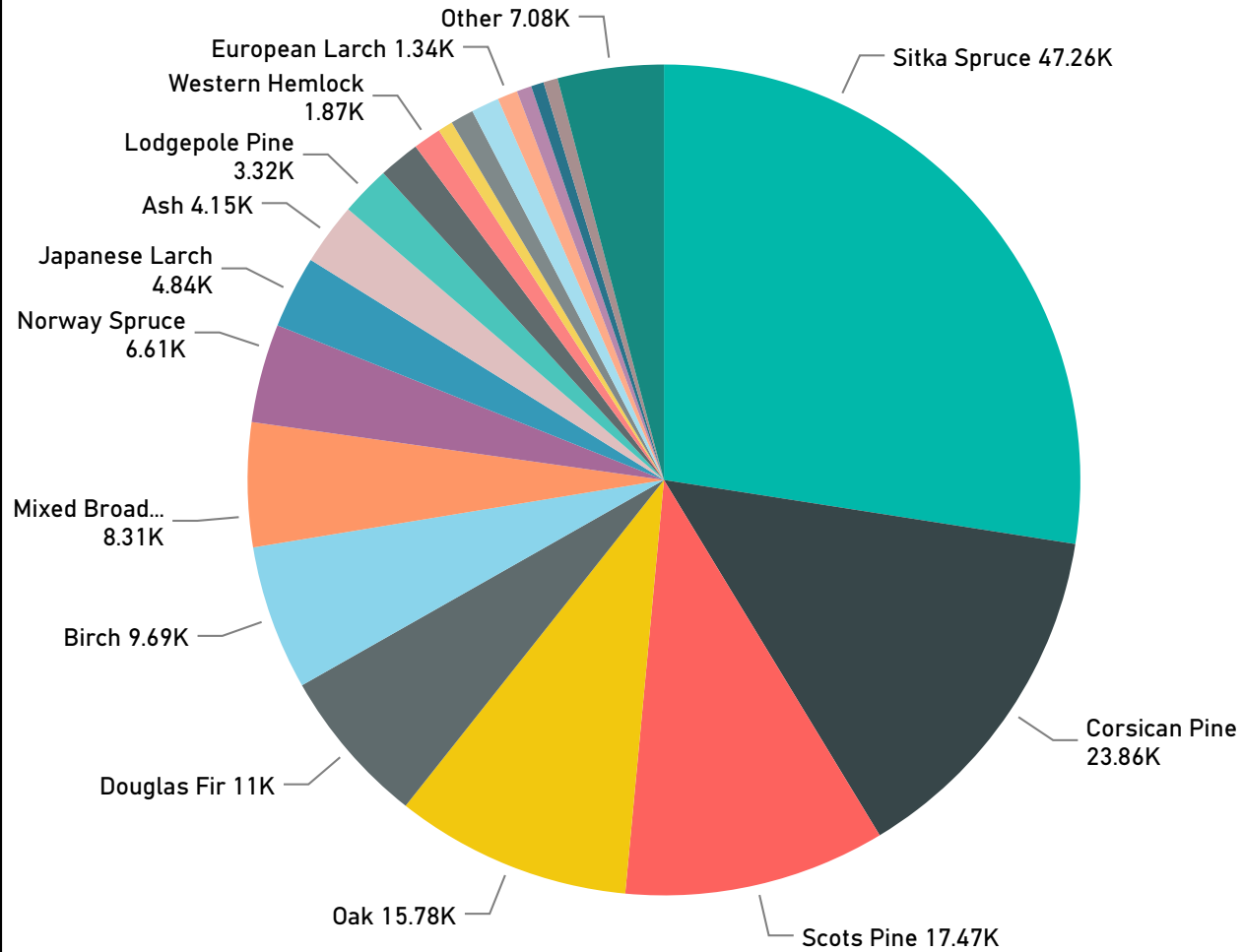


Superb Forests 1 of 2 (Quarterly Measures)

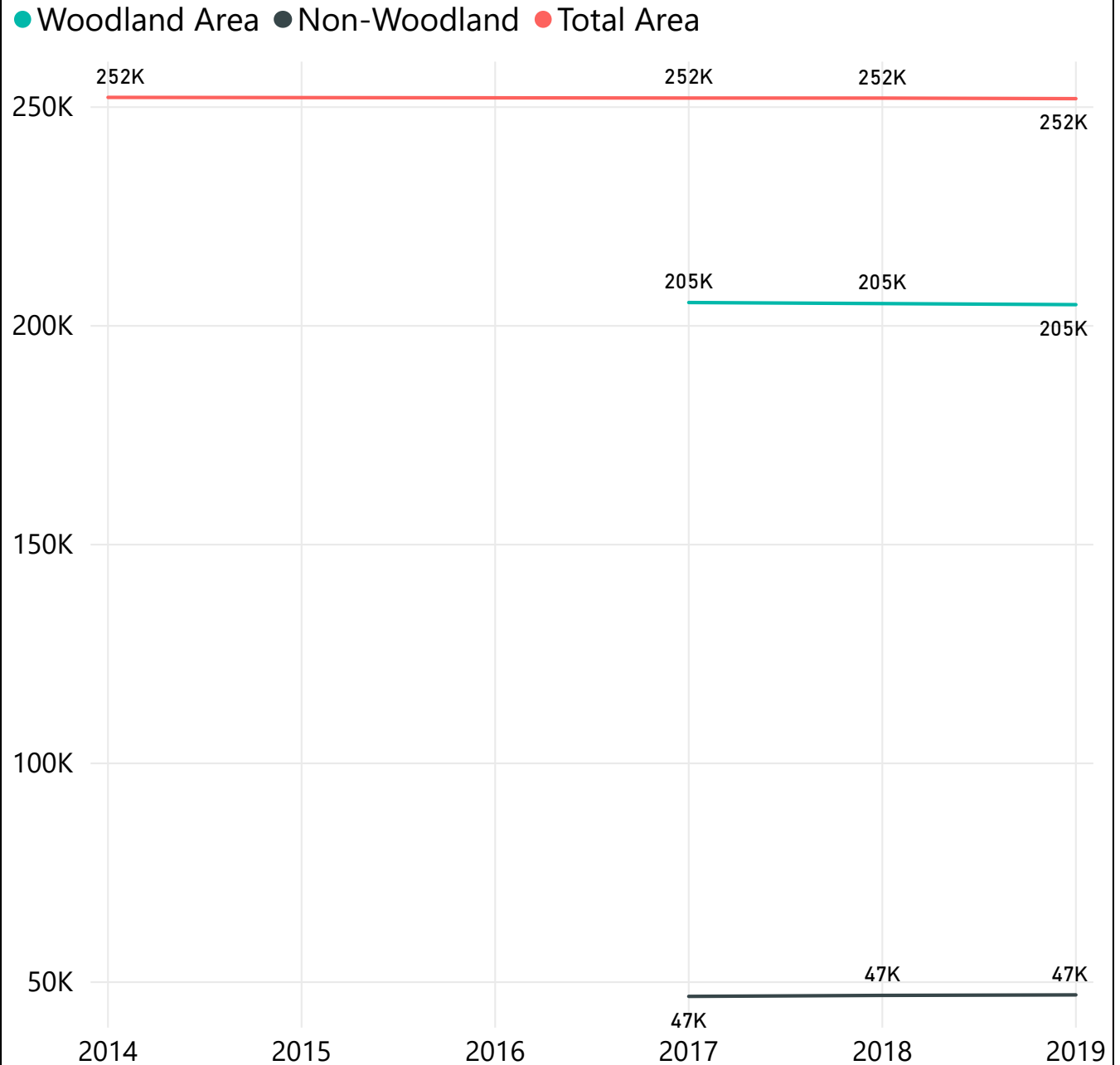


Superb Forests 2 of 2 (Annual Measures)

Species Diversity (ha) (not updated)

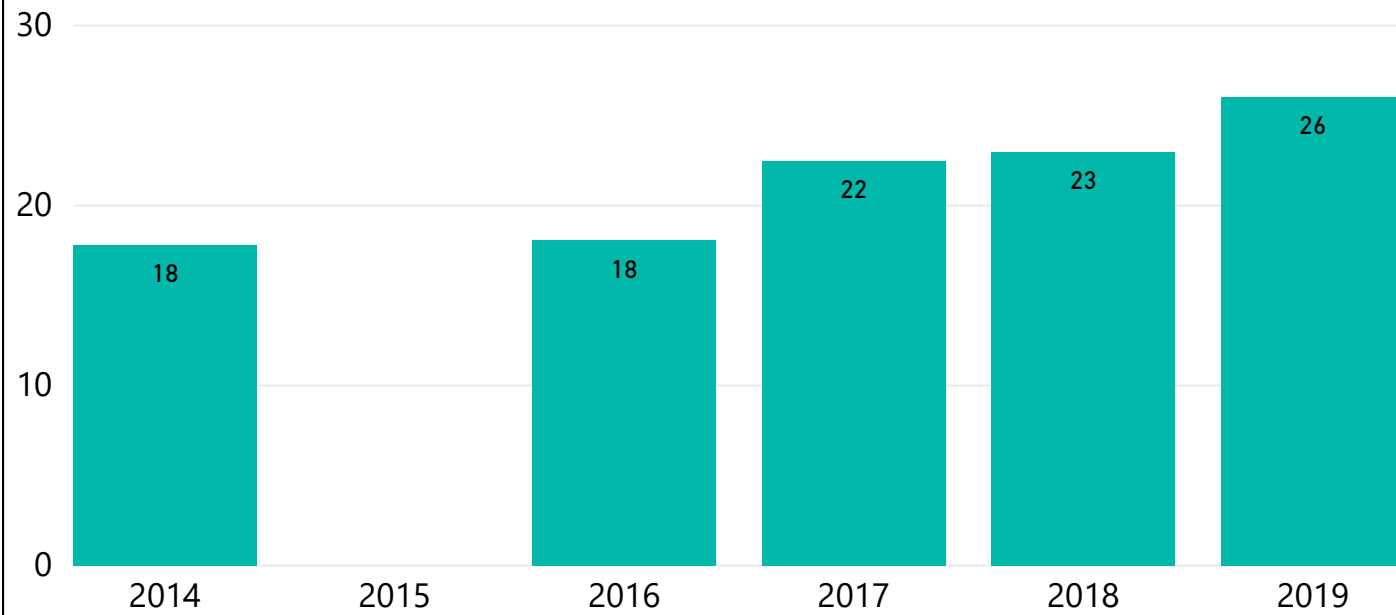


Woodland Area, Non-Woodland and Total Area (ha) by Year (not ...)

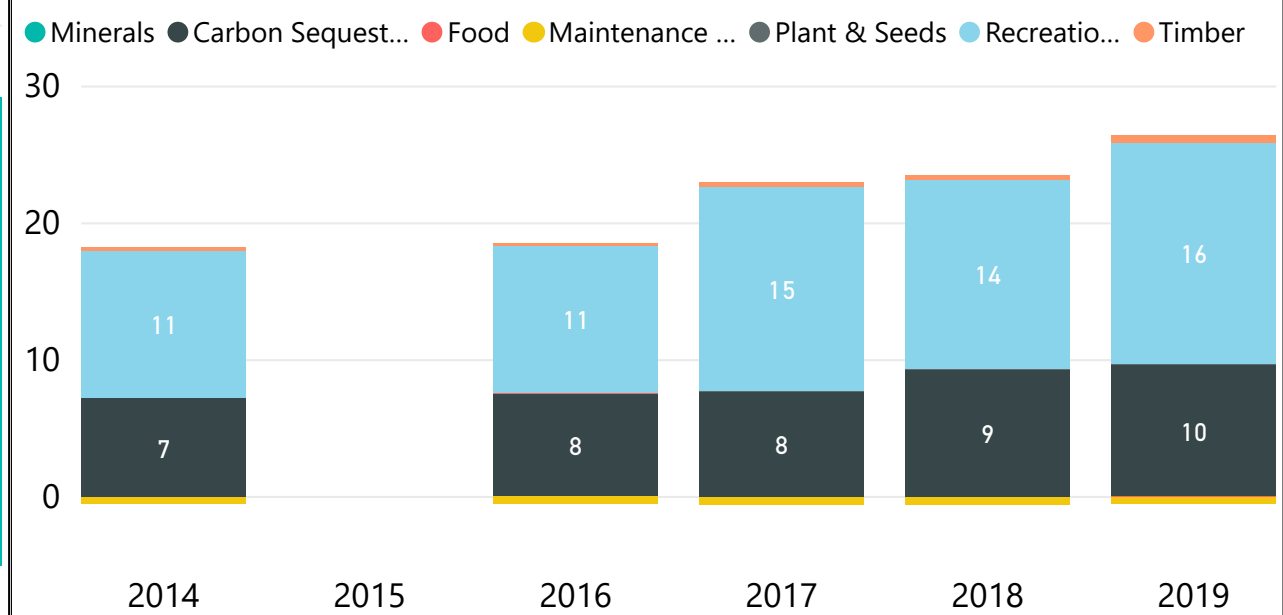


Increasing Natural Capital 1 of 2 (Annual Measures)

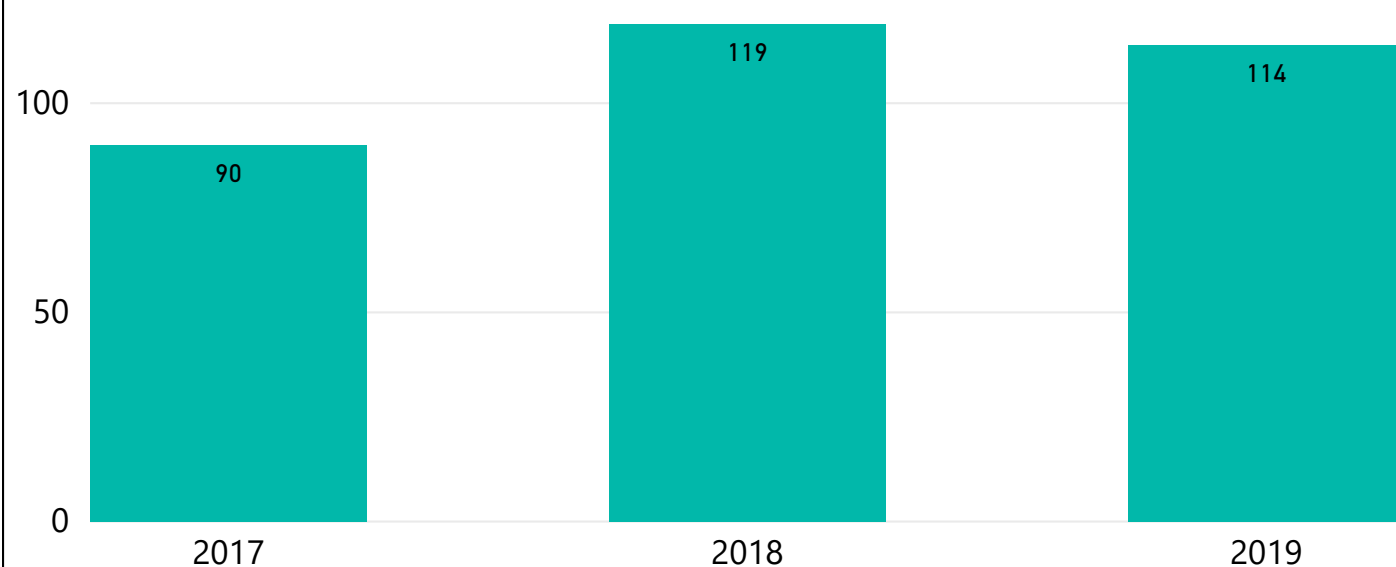
Total Net Natural Capital Assets by Year (£b) (not updated)



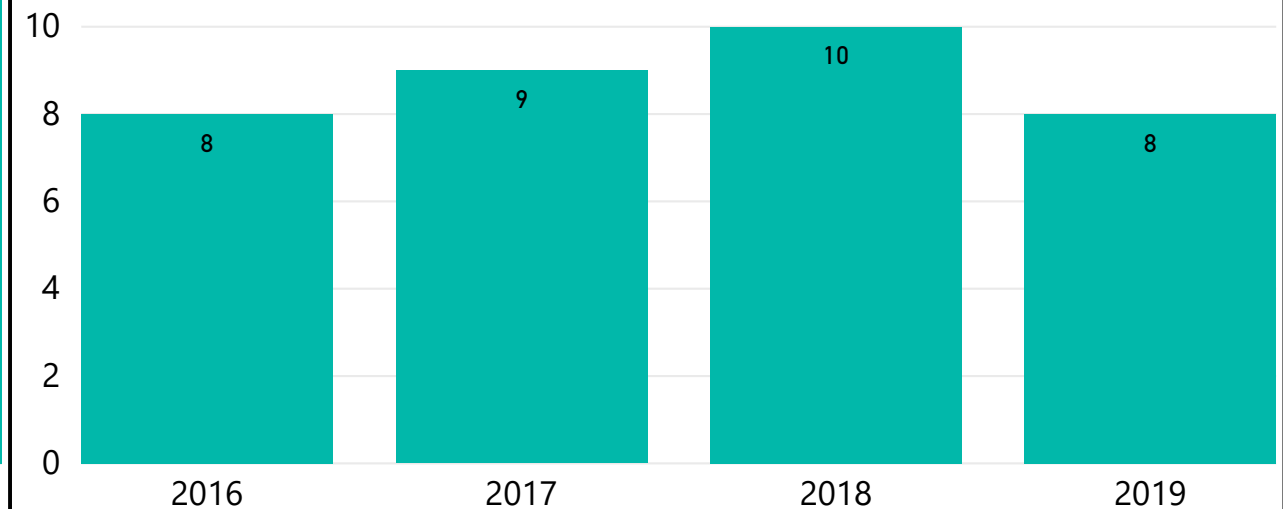
NCA Value Breakdown by Year (£b) (not updated)



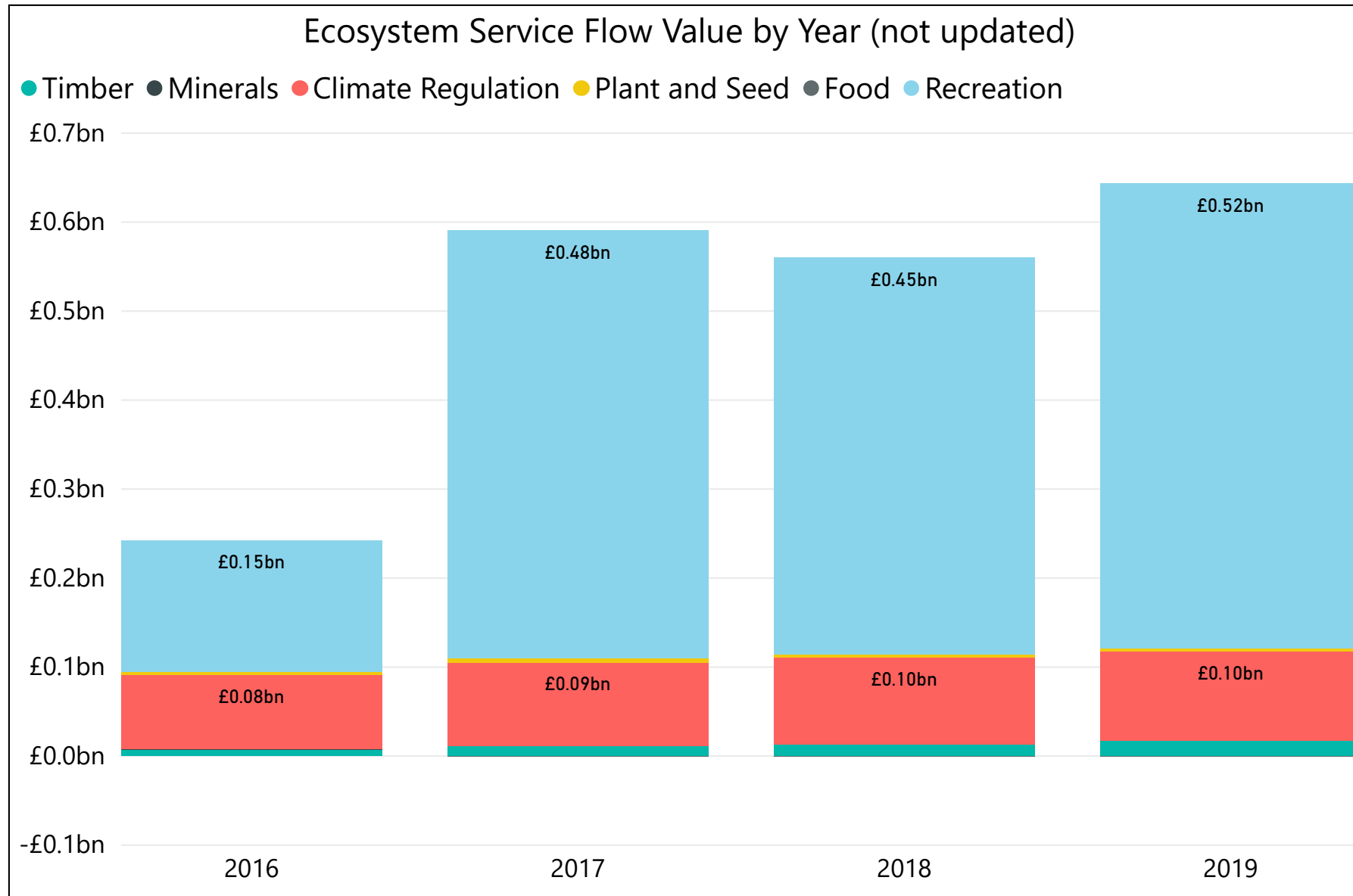
Number of Items in NCA Asset Register by Year (not updated)



Number of Items in NCA Monetary Flow Account by Year (not updated)

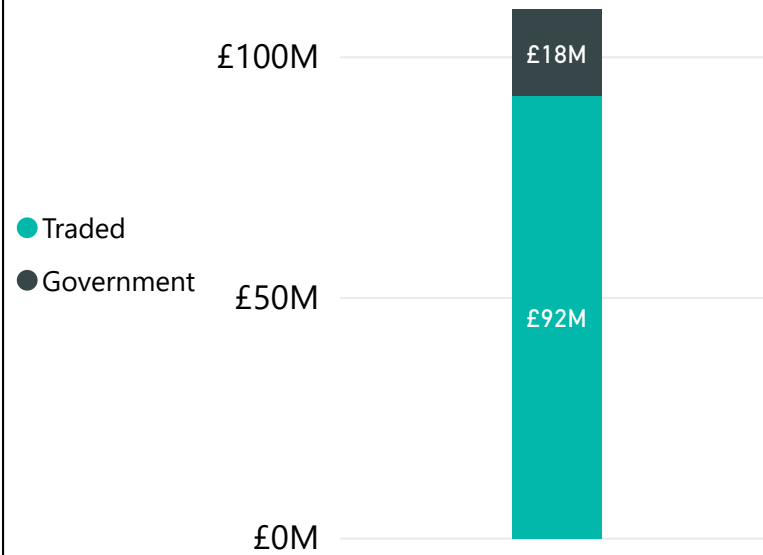


Increasing Natural Capital 2 of 2 (Annual Measures)

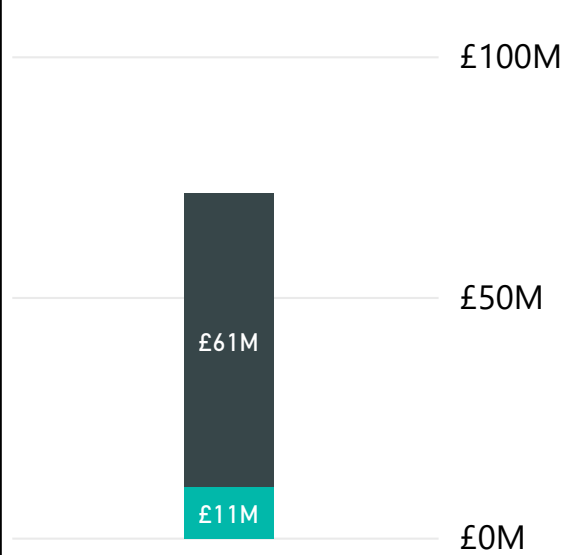


High Quality Investments & Sustainable Finance (Quarterly Measures)

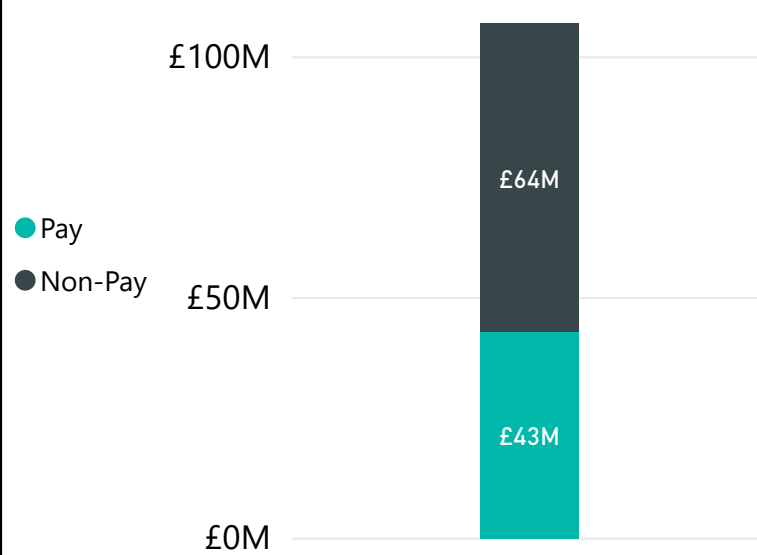
Income: Budget



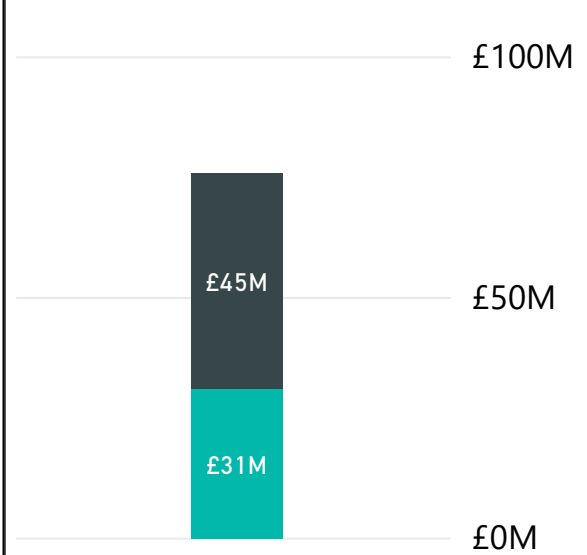
Income: Actual (not updated)



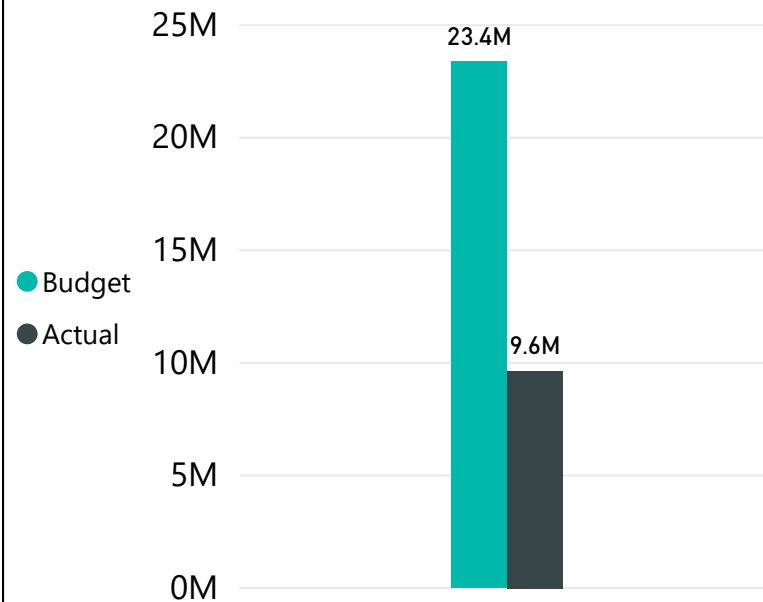
Expenditure: Budget



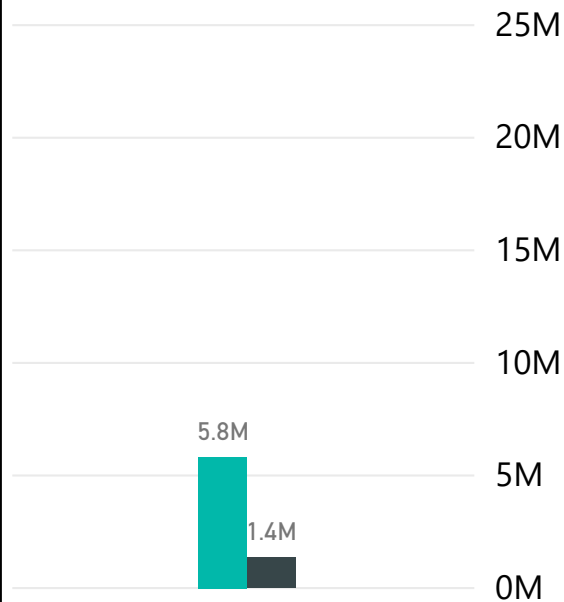
Expenditure: Actual (not updated)



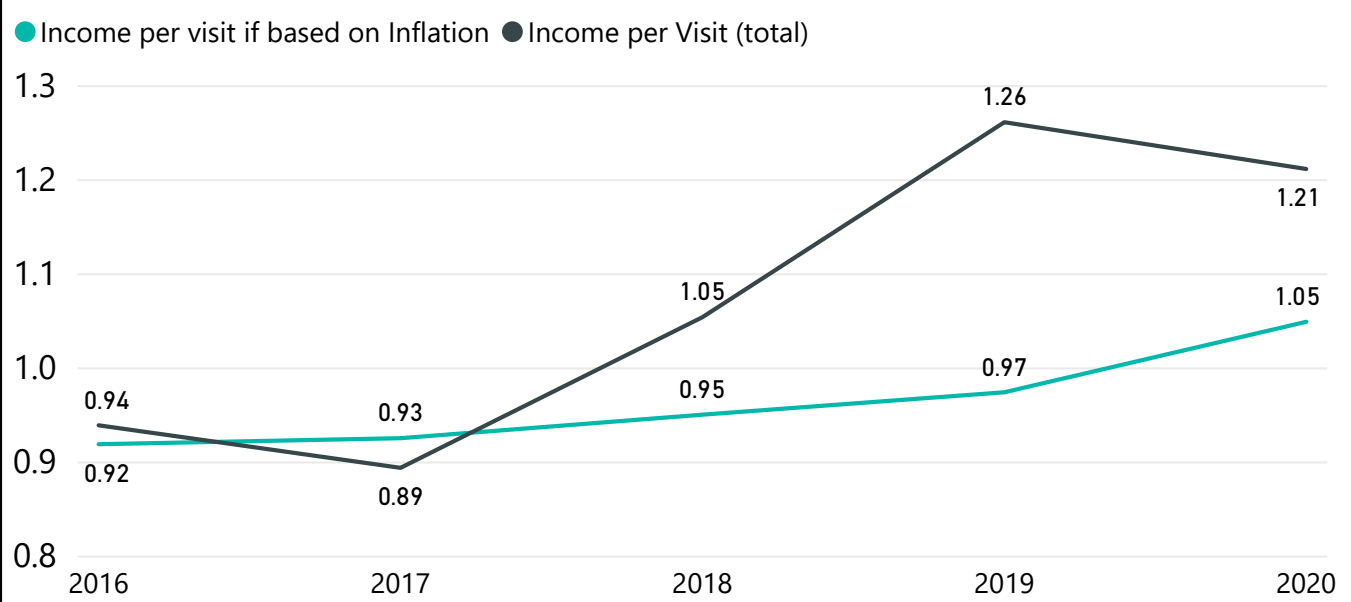
Capital Expenditure (£) (not updated)



Capital Receipts (£) (not updated)

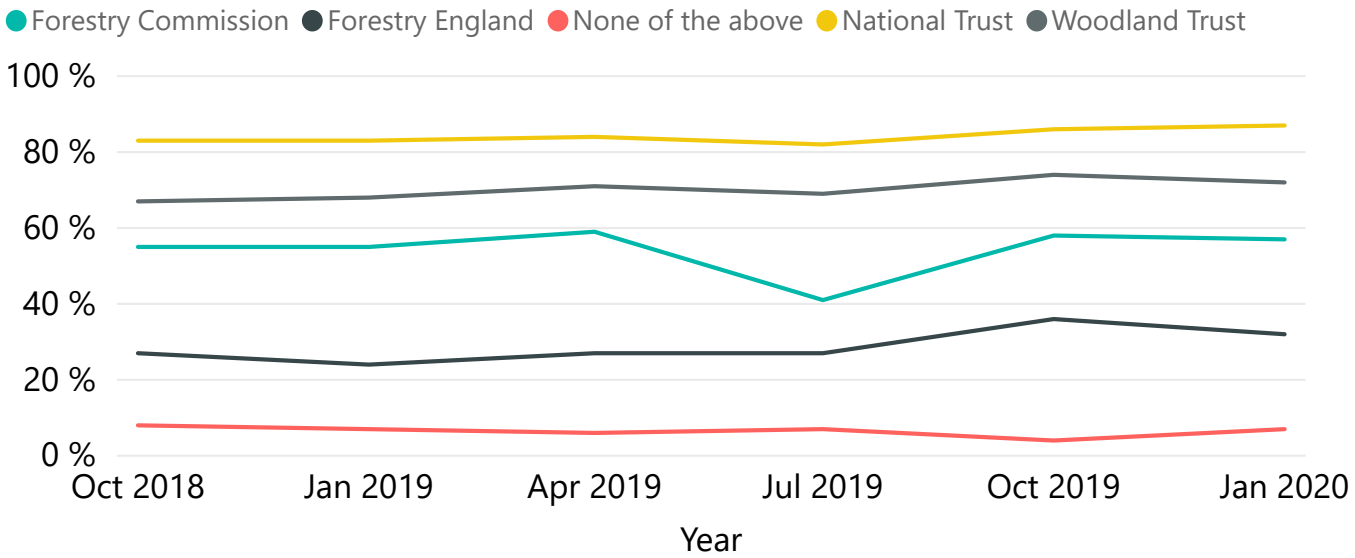


Entrance Income per Visit (£) (not updated)

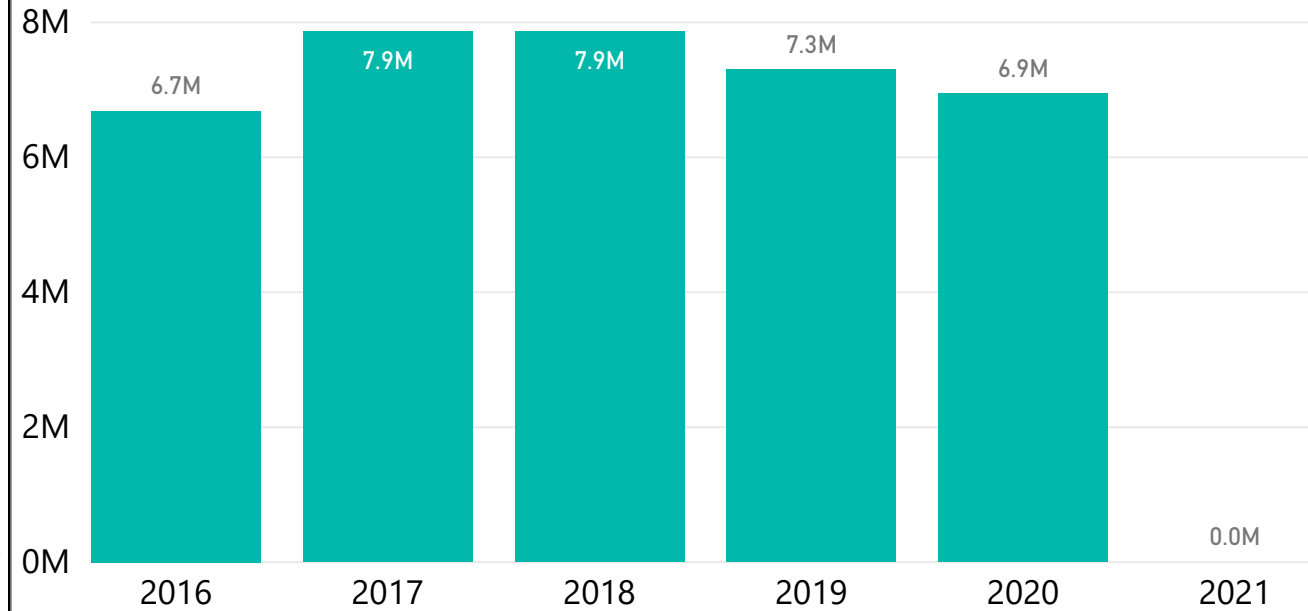


Telling Our Story 1 of 2 (Quarterly Measures)

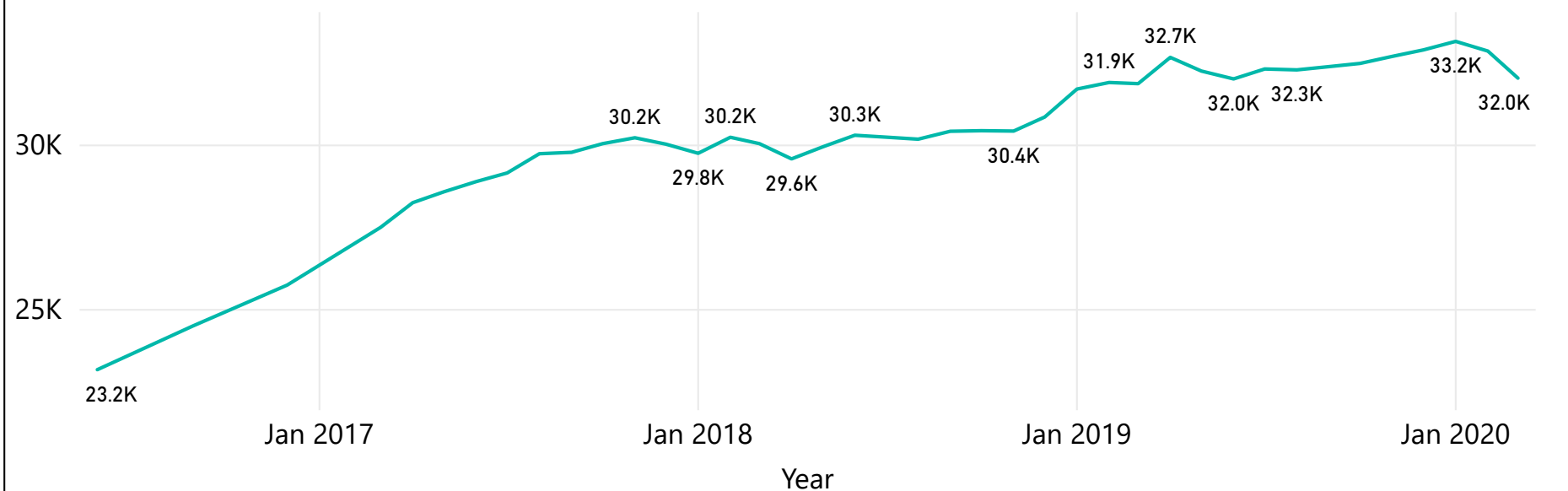
Awareness of Leading Land Managers in UK (% of people surveyed)
(updated)



Esitmated Visits to Hubs by Year (partially updated)

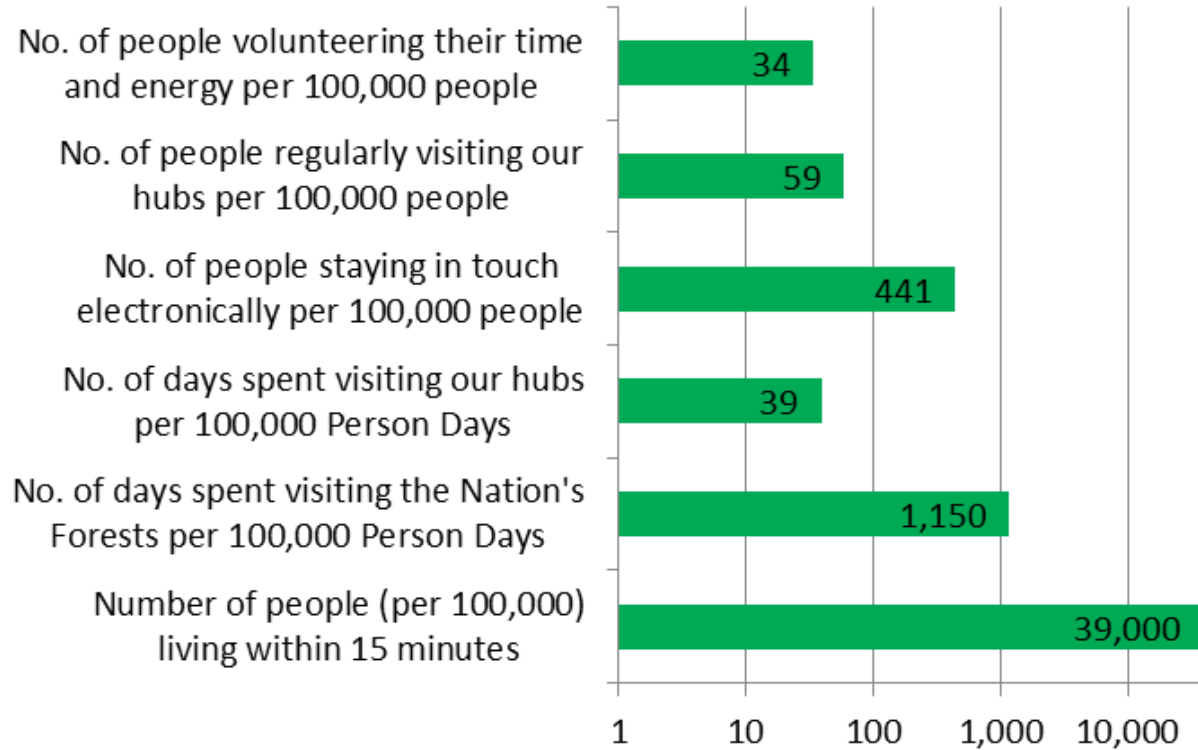


Total Discovery Pass Members (updated)

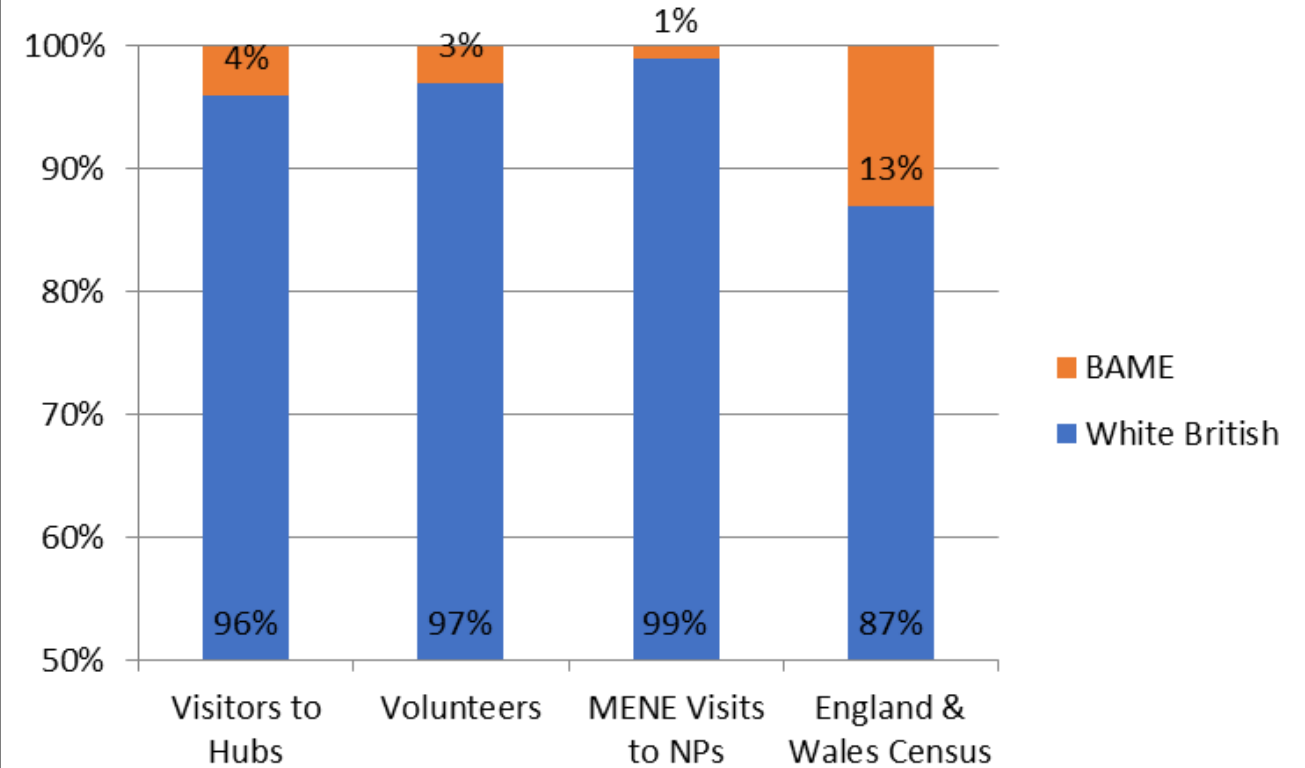


Telling Our Story 2 of 2 (Annual Measures) (not updated)

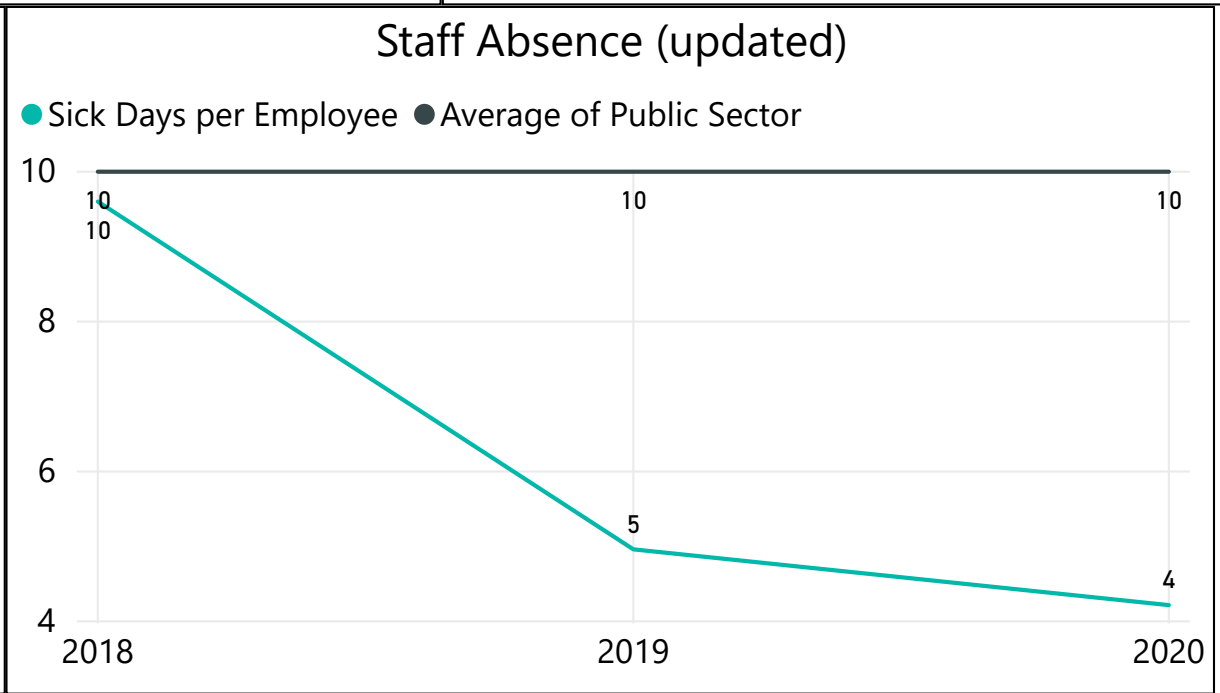
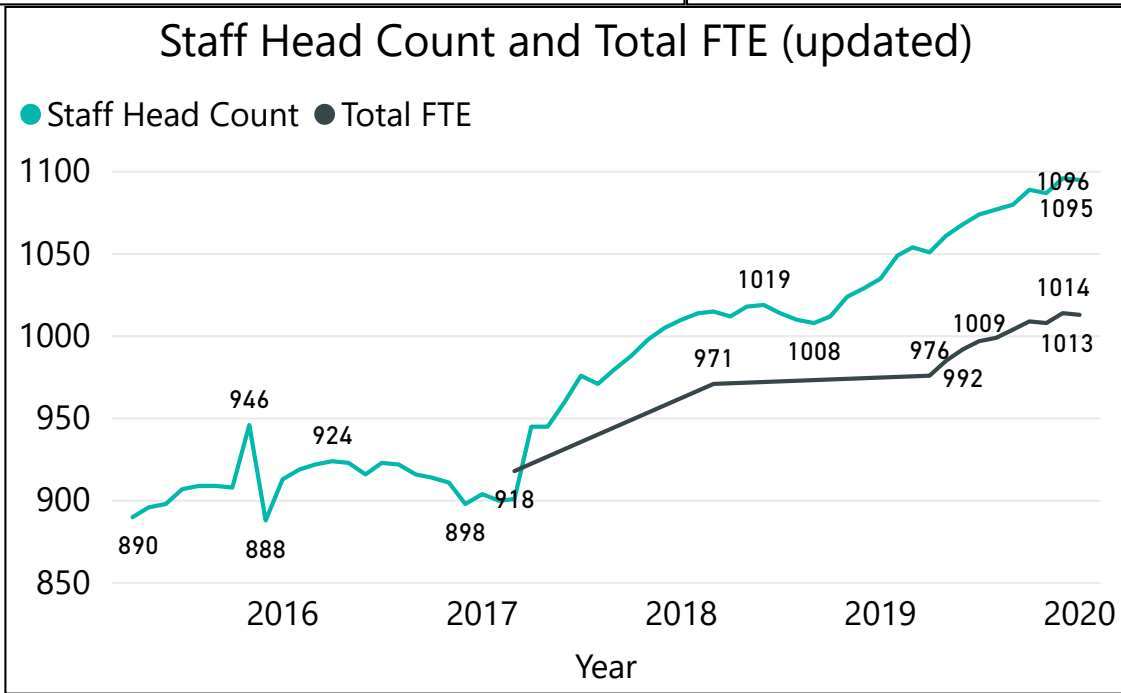
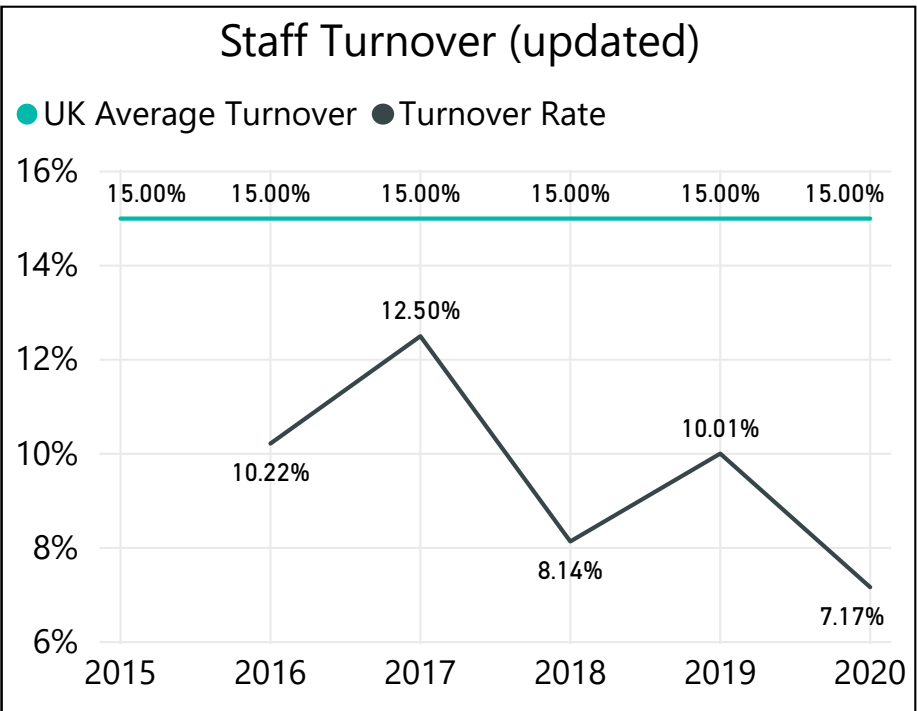
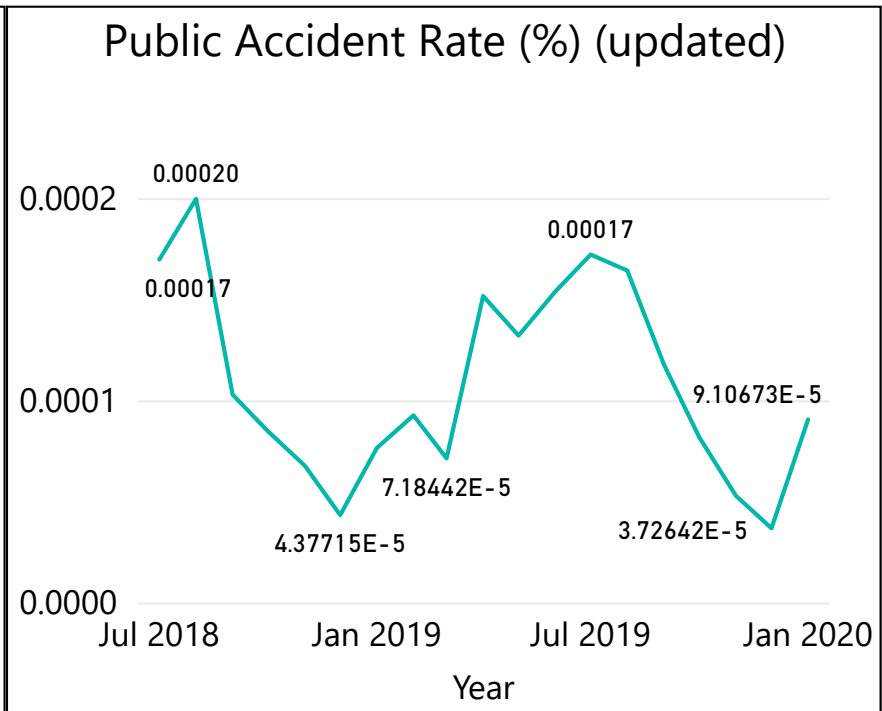
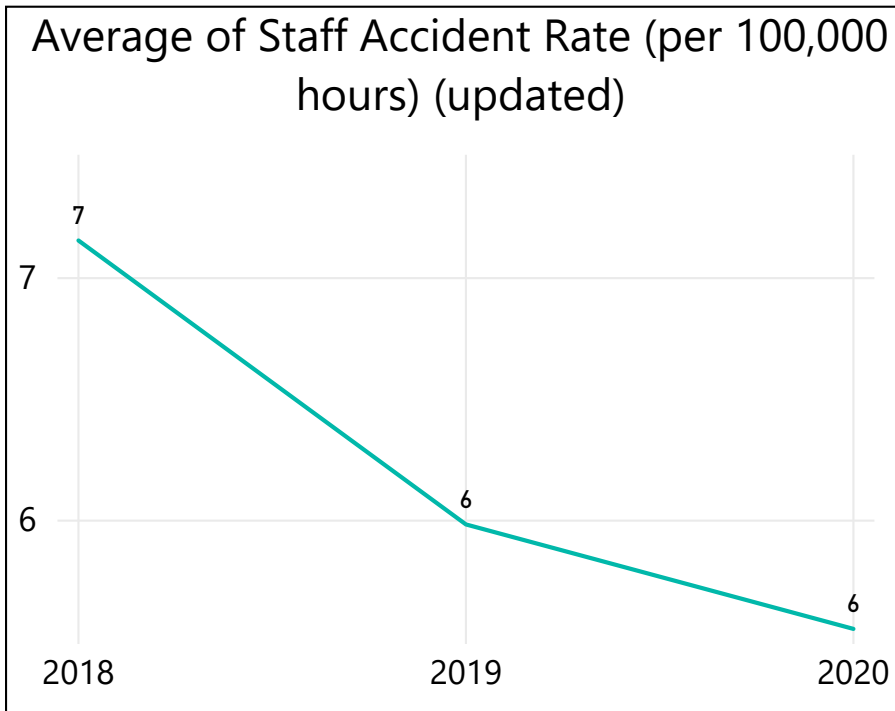
Connection Choices



Ethnic Diversity of Connected People



Being an Outstanding Organisation (Quarterly Measures)



Notes for Strategic Performance Scorecard - April 2020

The slightly changed appearance of the scorecard is a result of us moving the data analysis from MS Excel into MS Power BI. This gives us much greater functionality for interrogating the data and, in time, sharing it in ways that allow others to interrogate as well.

Not all measures have been fully updated, partly because of timing impacted by the Covid 19 pandemic, partly because some are not updated until the production of the annual Natural Capital Account (NCA) which usually happens around July.

Measure	Updated?	Reason
Number of volunteer work years	Partially	There is normally a lag with this data due to the busyness of volunteer teams at this time of year but Covid 19 has also had an impact on data collation.
Net Promoter Score	Yes	Updated following survey in winter 2019-20.
Timber production	Yes	
Species Diversity	No	Will be updated in line with NCA production.
Area of the Estate	No	Will be updated in line with NCA production ¹ .
Increasing Natural Capital (all 4 regular measures)	No	Will be updated in line with NCA production.
Ecosystem Service Flow Value by Year	No	This measure is included for the first time. It shows the value of ecosystem services delivered within the financial year as opposed to the asset value in perpetuity. This will be updated in line with NCA production. ²
High Quality Investments & Sustainable Finance (all 4 regular measures)	No	Delay in receiving data, partly due to Covid 19 impact.
Awareness of Leading Land Managers	Yes	Updated through external survey.
Estimated Visits to Hubs	Partially	Partial updating before Covid 19 impact inhibited data collation.
Total Discovery Pass Members	Yes	
Connection Choices	No	Requires data not yet collated, partly due to Covid 19 impact.
Ethnic Diversity of Connected People	No	This measure is under review with the Diversity and Inclusion Manager.
Staff Accident Rate	Yes	
Public Accident Rate	Yes	
Staff Turnover	Yes	
Staff Head Count & Total FTE	Yes	
Staff Absence	Yes	

¹ It is planned that this will become a quarterly measure in line with the Performance Evaluation Framework.

² Included here as this is planned to become a part of the new Natural Capital Key Performance Indicator



Paper Title: Covid-19 Response Action and Financial Implications Report

Under the freedom of information act 2000, exempt information this paper has been withheld from publication as per Section 43(2): Prejudice to commercial interests.

**If you wish to request this paper please contact Rachel Mackintosh at
Rachel.mackintosh@forestryengland.uk**



Paper Title: Commercial Sensitive

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BOARD PAPER

Paper Title: Health and Safety - Deep Dive
Author/Presenter: Clare James - Head of Health, Safety & Technical Training

Paper Requirement

Decision Required	For Approval	Steer required	Information Only	Commercially Sensitive
	X			

Executive Summary
Purpose and Recommendations for the Board

This paper provides a deep dive into what achieving an excellent health and safety culture in Forestry England means, and in particular how this should be understood and taken forward as a priority by our organisation as part of the objective to be an Outstanding Organisation.

The paper focusses on H&S in relation to behaviours and actions of staff and volunteers; these being integral to Forestry England’s H&S culture and affecting safety outcomes for our visitors. A separate but linked paper on visitor H&S is planned for late 2020.

Introduction

All organisations have a culture and whilst there are many academic definitions of culture, it is generally accepted as being the collection of beliefs, perceptions and values that employees share within an organisation. Or in other words, the way we do things around here.

Safety culture is just one part of the wider organisational culture, and we want this part of our culture to be excellent. That means staff and leaders are positively engaged, mindful of the wide impact of behaviour in the organisation and doing the things which produce positive outcomes. This would contribute to the overall corporate objective to be an Outstanding Organisation.

Practically for this to be successfully established it is necessary that:

- responsibilities must be clearly aligned with those set out in our governance structures with clearly stated levels of responsibility and accountability;
- health and safety must be a “headline” measure of success. This means that we cannot achieve organisational success without achieving what we want in terms of H&S.

The support and endorsement of the approach being taken to develop Forestry England's health and safety culture is sought from the Board.

What is a Strong Culture Comprised of?

There are four key elements of a strong health and safety culture.

1. Compliance - policy and regulations and how they are enforced and implemented;
2. Mindful safety - how well we identify what needs to be improved and learn lessons, plus how effectively we make changes and implement those lessons.
3. Transformational Leadership - setting clear standards and expectations, coaching people rather than telling them how to reach those standards, and leading by example, celebrating good health and safety performance;
4. Employee Engagement - how well are staff listening to the messages from leadership and how often we invite them to input into health and safety related issues.

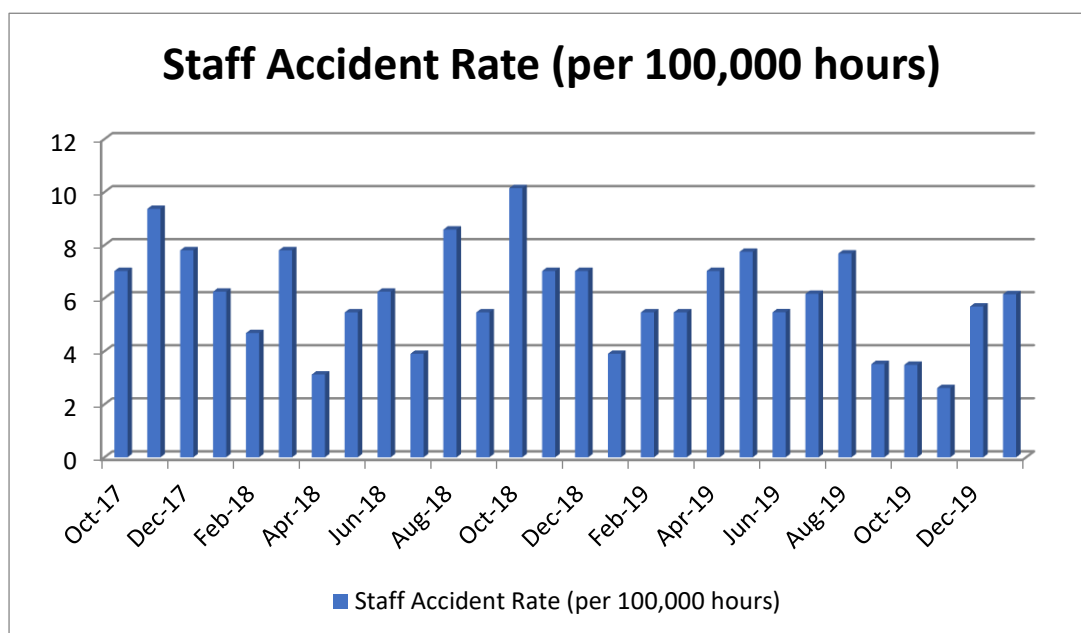
In order to continuously improve, we need to understand where we are now and continue to monitor our progress.

For the purpose of this paper, three sources of evidence are used to build a picture of our health and safety culture in early 2020:

- Incident and accident statistics and trends
- The 2019 staff engagement survey
- Our 2019/20 thematic H&S audit programme

Accident and incident statistics

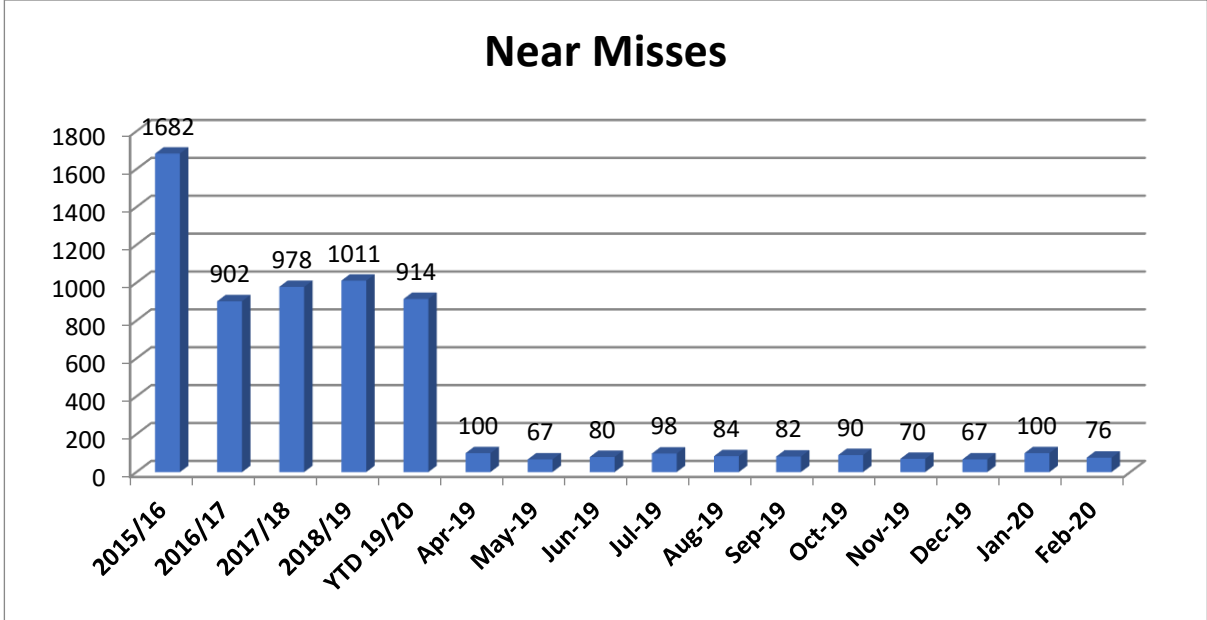
Following completion of forestry devolution, the staff accident incidence rate has fluctuated for the last 3 years (graph 1 below).



Graph 1: Staff accident rate per 100,000 hours of working time

The results have been largely static over last three years, but that also means there has been no significant deterioration. This suggests that employees are continuing to carry out their work in much the same way as they have done for the last several years.

The number of near miss reports made is a proactive measure of safety culture, in trying to resolve problems before they become injuries.

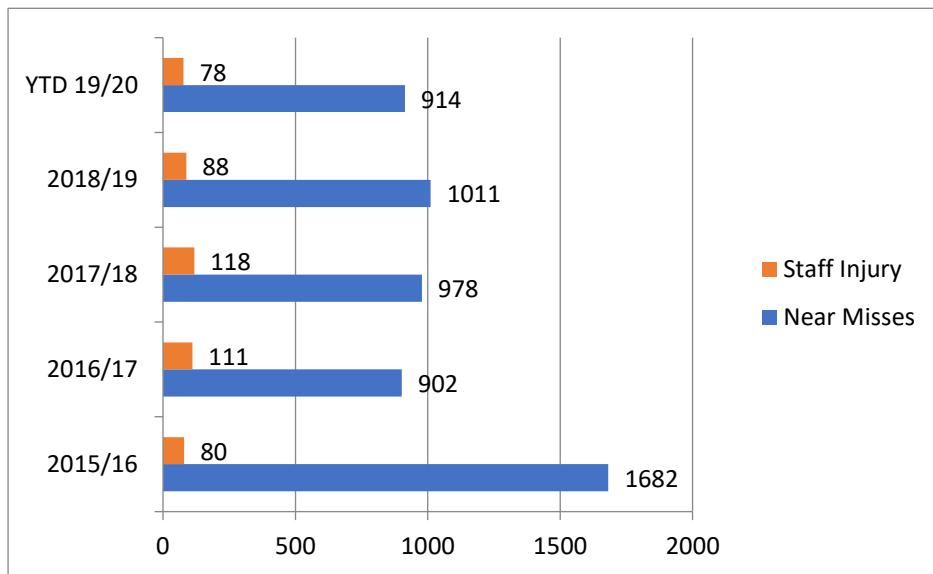


Graph 2: Number of Near Misses reported

The graph shows consistent, if relatively low levels of reporting of near misses. If every employee in Forestry England reported just 4 near misses a year, we would have over 4,000 reports. At the moment the reporting rate averages less than 1 per member of staff per year.

More importantly than the number reported is what we do with near miss reports. If they are investigated and action is taken to prevent recurrence, it should prevent them from becoming injury incidents.

However Graph 3 provides evidence that suggests we may not have this right yet as an increase in near miss reporting in 15/16 has not produced a discernible reduction in the number of injury incidents reported in the following years. In fact the ratio of reported injuries to reported near misses has increased in the years 16/17 to 19/20.



Graph 3: Comparison of Injury Incidents v Near Misses reported

To draw effective learning from incidents reported action is required to:

1. Steer focus away from reporting on the actions of third parties and members of public, towards the behaviours and actions of our own staff and volunteers that can be positively influenced, through communication and training;
2. Ensure that thorough investigations are carried out to identify underlying root causes where this is currently not happening;
3. Provide more robust data and reporting systems to generate clear reports for District and senior management teams to review, thereby encouraging effective investigations and follow up and improve the sharing of lessons learned across the organisation.

Work already underway to achieve this includes:

- The roll out of IOSH Managing Safely training to upskill supervisors and managers to better investigate all accidents and incidents; and
- a new accident and incident reporting database has been procured and is in the process of being customised to meet Forestry England's organisation structure and reporting requirements. This will dramatically increase the accessibility of statistics, lessons learned and highlight non-completion of investigations and actions.

Future work will include:

- Additional staff and volunteer training to encourage and inform better reporting;
- Roll out and training on the use of the new database and associated app;
- Communications campaign to refresh and remind staff and volunteers about the importance of reporting near misses;
- Provision of dashboards to provide live data to the business on the status of incidents.

Staff Survey 2019

98% of participants of the staff survey positively agree that they know what is expected of them to stay healthy and safe at work, which is very good. However this is not wholly supported by the findings of the thematic audits (below).

95% of staff answered positively in the survey that they are able to raise concerns about health and safety but analysis of the reports in the accident and incident database indicates that we rarely receive reports involving an analysis of the way tasks are carried out. Reporting mainly focuses on environmental conditions and interactions with those from outside the organisation. This could be considered as “safe” reporting as it deflects away from the operational activities of our own staff and how well they are demonstrating good health and safety behaviours.

Thematic health and safety audits

In order to define future programmes of work to improve H&S practice and culture, a baseline of where we are now is needed to establish where to focus actions effectively. In 2019, a programme of health and safety audits was scheduled to coincide with the 2019 staff engagement survey and focussing on the high risk activity of chainsaw operations.

Whilst the audits were topic based, it enabled a thorough assessment to be carried out of all related aspects of the H&S management system with the teams involved.

These first audits covered all Districts, interacting with a number of beat teams and involved desk-based audits of leadership and management control, records, systems and processes. To complement this, site inspections were used to review physical conditions and operating practices of staff and contractors.

Although policies have been in place for many years, the recent audit programme found:

- A good definition of roles and responsibilities amongst teams;
- A satisfactory control of contractor management;
- Training was kept up to date and regularly refreshed.

Opportunities for improvement were identified in two key areas:

- Methods of reducing risk from vibration and noise exposure lacked understanding and practical implementation;
- Reluctance to embrace and implement new policy and guidance.

These two areas, and some other areas requiring minor adjustment, will inform a proportion of the HS&TT work programme for 2020/21 and will be a focus of communications for both the HS&TT Team and senior leadership.

Further audits are planned for 2020 to establish the baseline across other work activities.

Discussion

Whilst the output of the 2019 staff engagement survey regarding H&S is very positive, the audit findings indicate that there are some areas of disconnect with behaviours in everyday working conditions and we must recognise where improvements are needed.

The statistics also lead us to question whether we have a culture where our people are fearful of reporting when they make errors, albeit large numbers would not be intentional. This lack of reporting does not support our drive to learn lessons and improve.

The statistical and reported evidence do not wholly support the very positive results of the engagement survey. What the positive staff survey results do reinforce is that everyone sees health and safety arrangements as an inherent part of our business. However, we know, from studies on behavioural safety, that people:

- Have a fear of criticism or disciplinary measures being taken if they report;
- don't want to be seen to be reporting on close colleagues who they have to continue to work with; and
- who don't see action taken as a result of their reports, are reluctant to make further reports in the future.

The accident and near-miss statistics contradict, to some extent, the 2019 staff survey finding that 98% of staff believe that they know what is expected of them to stay healthy and safe and that 94% consider that they have access to the health and safety information and instructions needed to do the job safely.

Thematic audit findings also suggest that there are some gaps in knowledge about how to manage and practically implement some key legal requirements, to avoid the development and worsening of health conditions.

Audit evidence also indicates that compliance and enforcement of policy is not always prioritised by management and that, as an organisation, we have not learned some lessons well from previous non-conformance, nor retained the knowledge that has been acquired.

In order for changes in health and safety standards to become the accepted norm, such as welfare provision, we need to go through a period of enforcement and ensuring compliance with policy and legislation.

In order to reinforce this requirement for compliance and to drive accountability, the corporate H&S Statement of Intent has been reviewed and will now be accompanied by a more detailed policy document which clearly defines the roles and responsibilities of staff at all levels of the organisation. The near final draft of this policy document forms Appendix 1 of this paper; this document is currently with senior managers and Trade Unions for review.

There is also a need to improve the way that we learn lessons, roll out improvements, ensure that knowledge is retained and regular reminders are provided. This should be supported by a regular flow of communication in easily digestible formats which reach line managers and operational staff, volunteers, and in appropriate instances, contractors and third parties. Lessons learnt and associated materials should also continue to be shared with other members of FISA (Forest Industry Safety Accord).

Culture change will be brought about by regular and uncompromising application of policies and guidance, with clear standards and expectations throughout the business, lessons learned and communicated to eliminate incidents and error inducing conditions and regular checks to ensure that employees are engaged with the process.

The Forestry England value “Look out and look after”, overwhelmingly seen as important by staff when the organisation’s values were created in 2018-19, should be actively promoted to help support the desired changes in health and safety practice and culture.

The HS&TT team will continue working across the business to strengthen the fundamental aspects of health and safety management with support from the Board and executive team through a programme of work including:

- carrying out assurance checks such as audits and investigations.
- introducing new accident database;
- delivering training;
- delivering communications; and
- sharing lessons learned.

Recommendations

1. The Board is asked to note and comment on the draft health and safety policy document. A version for approval will be circulated for Board approval by correspondence following receipt of any comments;
2. The Board is asked to nominate a non-executive member to support internal communications when the health and safety policy is launched to staff.
3. The Board is asked to agree the work areas identified in the paper as the right ones at this stage to help evolve and improve the safety culture and practice in the organisation.
4. The Board should continue to review compliance with policy, legislation & behavioural standards based on data supplied by HS&TT twice a year.

Clare James
Head of Health & Safety and Technical Training

Forestry England Health and Safety Policy

PART 1: Policy Statement of Intent

Forestry England has adopted the overall statement of H&S policy statement of intent that applies across all parts of the Forestry Commission.

The Forestry Commission logo is in the top left corner. The title 'Health & safety policy' is in a large green box at the top right. Below the title, there are two columns of text. The left column states the Forestry Commission's commitment to health, safety, and wellbeing. The right column states the aim to develop an effective health and safety culture and the drive for continuous improvement. Below these are four blue boxes: 'Our management', 'Our people', 'Our visitors', and 'Our partners'. Each box contains specific details about that area. At the bottom right, there is a signature of Ian Gambles, Forestry Commission Chief Executive, dated March 2020.

Forestry Commission Health & safety policy

The Forestry Commission is committed to the management of health, safety and wellbeing throughout the organisation and considers it to be a fundamental principle of a sustainable business.

We aim to develop and maintain an effective health and safety culture. This will help us lead the way for our industry and ensure our standards, policies and facilities work to produce positive outcomes.

We will drive continuous improvement of our health and safety management through effective resourcing, relevant training and development and good communications with staff, volunteers, stakeholders and business partners.

Our management

The Forestry Commission Chief Executive holds the ultimate responsibility for health and safety across our business. Our managers are responsible for leading by example and will ensure that:

- All our staff and volunteers understand their responsibility for the implementation and enforcement of health and safety standards and policies in our business.
- Adequate resources are provided to produce effective health and safety standards and policies.
- The positive mental wellbeing of staff and volunteers is prioritised as much as the prevention of physical ill-health and injury.

Our people

We work to help all our people stay safe and will ensure that:

- Through effective recruitment, selection and development our employees and volunteers feel valued, undertake personal development and are appropriately skilled and competent to carry out their roles.
- We are committed to identifying and eliminating unsafe working conditions and practices and we encourage people to report near misses.
- All our staff and volunteers are empowered to challenge unsafe practice, even if they do not have direct control over the work or facility.

Our visitors

We aim to give our visitors a positive and rewarding experience and we will ensure that:

- Our recreational facilities remain safe for public use and are of the highest standard of design, inspection and maintenance.
- We provide guidance, signage and where appropriate, barriers or marshals to control access to hazardous areas of our estate.
- Where necessary, we work with relevant parties to amend, adopt or prevent the use of unofficial facilities on the estate.

Our partners

Our partners, contractors and customers are vital to our delivery of health and safety standards and we will ensure that:

- We select only business partners who are committed to responsible practice and are willing to work in accordance with our standards and policies.
- We actively engage with our partners, contractors and customers to promote best practice and to eliminate unsafe acts.

Ian Gambles
Ian Gambles
Forestry Commission Chief Executive
March 2020

PART 2: Responsibilities for health and safety:

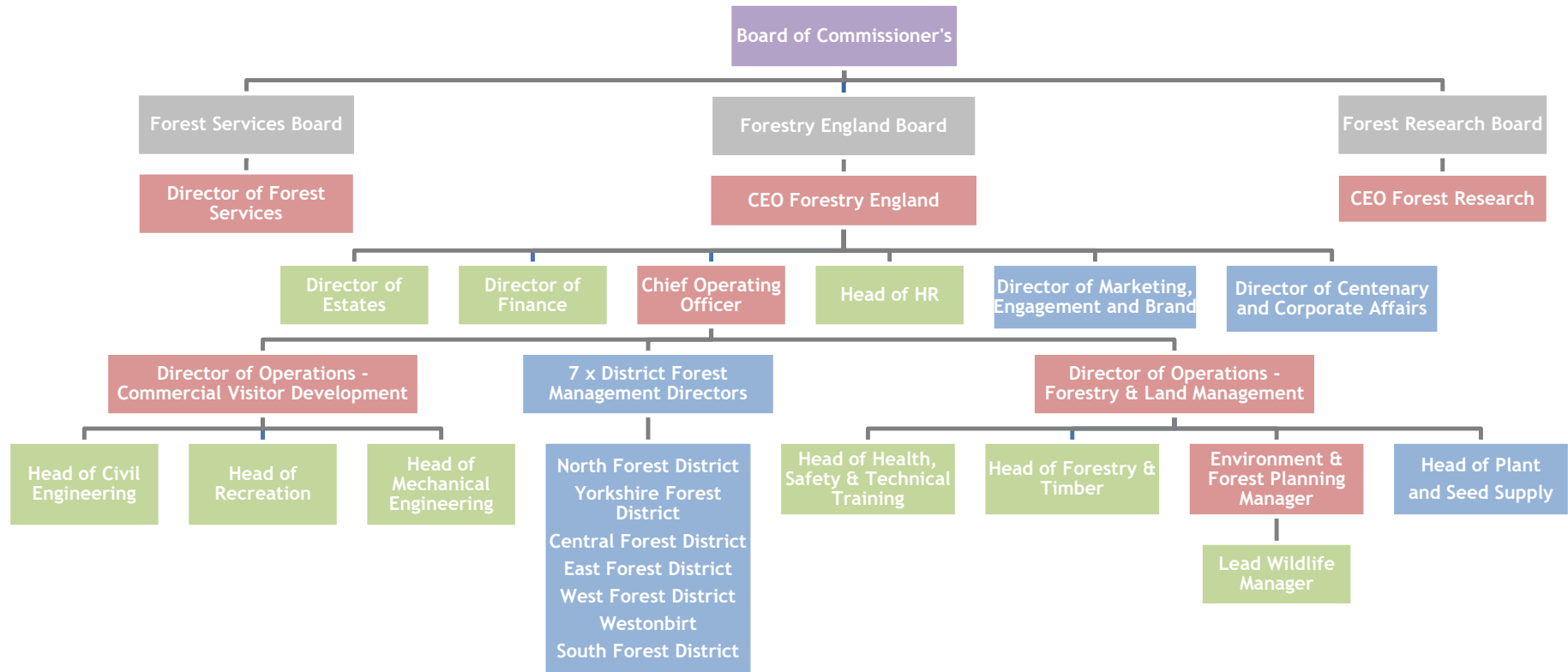
If you are 'accountable' for something this means you hold the legal duty to ensure it is done. Whilst you may delegate responsibility for actually doing it to someone else, you still have the legal duty and are always accountable for it.

If you are 'responsible' for something it means you must do it, as it is part of your job and has been delegated to you by the accountable person.

Individuals may of course be accountable for some things and responsible for others.

The organogram below indicates where accountabilities sit across Forestry England.

Forestry England Health & Safety Accountabilities



Key:

- Oversight of Health & Safety across Forestry Commission and delegate policy
- Accountable to ensure a safe and healthy working (and recreation for Forestry England) environment across respective business
- Accountabilities for implementing H&S Policy & delegating responsibilities for standards
- Accountabilities for implementing H&S Policy & Standards
- Accountabilities for developing and monitoring standards and implementation within their own team

Accountability and Responsibility for health and safety:

The Forestry England Board is accountable to ensure a safe and healthy working and recreational environment within Forestry England. This includes:

- Ensuring Forestry England maintains appropriate arrangements for health and safety;
- monitoring and reviewing the implementation and effectiveness of the health and safety policy; and
- incorporating health and safety considerations into the Board's planning and decision making processes.

The Chief Executive Officer:

- Is accountable for health and safety across Forestry England.
- Ensures adequate resources are provided for the effective formulation, communication, implementation and monitoring of health and safety Policy and standards.
- Ensures the implementation of this Policy, ensuring that health and safety is considered as part of organisational planning and initiatives.
- Provides active and visible leadership for health and safety;
- Monitors effective implementation of this Policy through assurance arrangements.
- Ensures that others meet their duties and responsibilities for health and safety.

The Chief Operating Officer:

- Holds special responsibility for championing on health and safety arrangements across Forestry England.
- Holds particular responsibilities for quarrying operations undertaken in the Nations Forests, as required by the Quarries Regulations 1999.
- Makes Health and Safety Policy implementation decisions to ensure application is reasonable and practicable. Leads on actions to improve health and safety performance where identified.
- Ensures that others meet their duties and responsibilities for health and safety.
- Reports to the Forestry England Board for discussion and agreement on actions required.

Day-to-day responsibility for ensuring this policy is put into practice:

Directors and Heads of Function/Unit are accountable for implementing health and safety policy and standards associated with the activities and locations that they control including:

- Provide leadership to achieve Forestry England's health and safety policy, objectives and improvement plans. Leading by example and ensure the policy is implemented consistently across their team;

- Ensure their teams local health and safety policy is relevant and up-to-date (See appendix 1 for standard content);
- Considering health and safety issues in their planning and decision making processes. Ensure adequate resources are allocated to enable full implementation of this and other health and safety related policies and standards;
- Ensure proportionate and sensible management of all significant risks. Check the adequacy of their team's risk control and policy implementation arrangements using the organisation risk profile (see appendix 2);
- Act to identify and address any weaknesses. Review investigations for serious incidents and to improve performance;
- Monitor and liaise with other Directors and Functional Heads wherever health and safety responsibilities overlap. Allocate sufficient time, people and resources to achieve this.
- Identify any organisation-wide occupational health and safety issues;
- Establish and maintain clear communication lines and effective escalation arrangements to senior managers and Directors to meet this policy and statutory requirements;
- Report on health and safety performance to the Chief Operating Officer for discussion and agreement on actions required.

Managers & supervisors are individually responsible for managing all health and safety aspects associated with the matters under their control. This includes:

- the day-to-day implementation of the health and safety policy and the associated communication and escalation arrangements that are relevant to their role;
- contributing to the achievement of Forestry England's health and safety policy, its objectives and improvement plans;
- ensuring that the health and safety risks associated with the matters under their control are properly assessed and managed;
- ensuring that all staff, volunteers and contractors they manage are provided with the necessary information, instruction, support, training and supervision in all aspects of health and safety that are relevant to their work;
- ensuring that all health and safety incidents involving staff, volunteers and contractors or the general public are reported, recorded and investigated in line with PPG23 Accidents and Incidents and statutory requirements;
- consulting the relevant manager or health and safety advisers about any health and safety matter which they are unsure of or need specialist guidance on;
- liaising with other managers on common issues where health and safety responsibilities overlap, and escalating through appropriate channels when necessary;
- considering health and safety issues as part of their planning and decision making processes;
- providing adequate resources (time, people and finances) for these purposes; and

- fulfilling any other responsibilities allocated to them by the health and safety management arrangements for their Team.
- Monitoring health and safety arrangements in their team for effectiveness, engaging with staff and volunteers on where improvements can be made.

Trade Union Partners formally represent the health and safety interests of all Forestry England's staff (i.e. members and non-members). This critical role is performed by trained safety representatives who are appointed by the Trade Union Partners.

All employees and volunteers should:

- Actively engage with health and safety arrangements relevant to the role. Listen to instructions, apply good health and safety practice, input into arrangements and provide feedback;
- Understand their own responsibility for the implementation of health and safety standards and policies and ensure they follow the instructions, precautions, systems and processes relevant to their work;
- Be empowered and supported to challenge what appears to be, or is known to be, unsafe even where they do not have direct control of the work or facility or activity.
- Ensure their actions and decisions contribute towards a healthy and safe work environment;
- Raise any problems or concerns they are unable to resolve with the appropriate line manager and include suggestions for improvement if possible;
- Report all near misses, work-related injuries, ill-health and other incidents;
- Comply with their legal duties.

Health and safety standards:

For Forestry England to meet its legal responsibilities consistently, standards of practice are defined. This section provides details of who holds accountability and responsibility for setting and monitoring those standards across Forestry England. Those listed below may delegate some of their responsibilities to others to assist in fulfilling their accountabilities.

- **Director of Finance**
Provides fixed and mobile technology to support the delivery of services across the organisation, and support health and safety arrangements through such provision. Ensures health and safety standards are considered, reviewed and implemented during the procurement of goods and services.
- **Director of Estates**
Develops, monitors and reviews policies and/or standards in respect of all land and building assets, including compliance with leases, to ensure health and safety arrangements are in place and adequate. Advises teams on actions required to

ensure compliance for owned and leased buildings, assets and services. Standards include (but are not restricted to):

- Legionella
- Asbestos
- Fire safety
- Land agreements
- Fixed Electrical installations
- Fixed Gas installations
- Solid Fuel burners

Provides legal advice, or access to legal advice on any matter in relation to the health and safety for staff, volunteers, contractors or visitors.

- **Head of Civil Engineering**

Develops, monitors and reviews policies and/or standards in respect of all civil engineering work and assets on Forestry England land. Provides teams with advice, guidance and support to ensure design, construction and maintenance is safe and that the work is appropriately monitored. Standards include (but are not restricted to):

- Forest roads
- Visitor centre car parks
- Cycle trails
- Walking trails
- Bridges & Culverts
- Reservoirs and associated dams, spillways etc
- Ancillary structures including boardwalks

- **Head of Mechanical Engineering**

Develops, monitors and reviews policies and/or standards for mechanical engineering assets with a FC number, including all fleet and hire cars. Oversees the hire car contract on behalf of the business. Provides advice, and support to teams across the business for the purchase or procurement of new vehicles, equipment and machinery over £3,000. Ensures safe and appropriate arrangements are in place for maintenance and servicing of vehicles, equipment and machinery including holding up to date records.

- **Head of Health, Safety and Technical Training Team**

Champions and promotes health and safety best practice. Provides advice and support to the business on compliance with health and safety legislation, its practical application and sharing best practice.

Leads the development of health and safety policies, procedures and guidance on various health and safety topics to assist the business in its implementation of good health and safety management.

Sets standards for accident and incident reporting, including provision of a corporate system for this purpose. Supports teams with incident recording and investigations, and provides access to statistical information and lessons learned. Undertakes checks, inspections and audits to provide assurance to the business on health and safety performance identifying actions required to improve.

Develops and delivers training in a variety of methods and media in order to support the business in ensuring its people have the right skills, knowledge and experience to undertake their roles safely.

- **Head of Human Resources**

In collaboration with HR Director in Commissioner's Office:

Arranges for administration of the occupational health provision for the business including access to individual referrals, arrangements for an occupational health surveillance programme and employee assistance service provision.

Leads on developing resources and advice relating to wellbeing including general health provision, mental health and work related stress.

Leads and supports general advice relating to health and safety where closely linked to Human Resources policy & procedures.

- **Lead Wildlife Manager**

Ensures that standards are set and monitored for wildlife management activities.

Provides specialist instruction and advice to teams as necessary in relation to health and safety issues in this area of work such as use of firearms, working at height, carcass handling and preparation and larder management.

- **Head of Forestry & Timber**

Ensures that industry standards are met by providing appropriate interpretation, training and monitoring for forestry and land management activities. Provides specialist advice to teams as necessary in relation to health and safety issues in this area of work, such as harvesting and forestry operations.

- **Head of Recreation**

- **Visitor experience & recreation**

Ensures that standards are set and monitored for all elements of recreation activities and assets across the business, including 3rd parties and others undertaking activities on Forestry England land. Provides specialist advice to teams as necessary in relation to health and safety issues in this area of work, which includes (but is not restricted to):

- Cycling
- Events including concerts, sporting events
- Interactive trails
- Play equipment
- Play equipment, Arts / Sculptures

Owns the relationship with the Visitor Safety in the Countryside Group (VSG) board on behalf of Forestry England ensuring connection and dialogue with other organisations and forums managing outdoor recreation experiences.

- **Volunteering**

Ensures that standards are set and monitored for all elements relating to volunteering activities across the business, providing specialist advice to teams when required in relation to health and safety issues relating to this area of work which include (but not restricted to):

- Forestry England Directed Volunteering programmes
- Permitted activities engaging volunteers
- Partnership programmes engaging with volunteers
- Corporate volunteering

PART 3: Arrangements for health and safety

Governance and Assurance arrangements:

Health and Safety Policy is approved by Forestry England Board. Other related health and safety policies are approved by the Forestry England Executive Team.

The Board receives health and safety performance information on a regular basis, which includes performance indicators relating to staff accidents and visitor accidents. The organisational risk profile identifies where the business is exposed to potentially high, moderate or low risks. (See appendix 2).

The board can request reports on areas the risk profile (particularly high risk areas) to assure itself that arrangements are robust and are being actively monitored.

Assurance arrangements include Internal Audit, plus both internal H&S and external technical assurance checks periodically.

Consultation and staff engagement:

As required by the Safety Representatives and Safety Committees Regulations (1977) as amended and Health and Safety (Consultation with Employees) Regulations 1996 (as amended), arrangements are in place to consult with recognised Trade Union colleagues, and other employees about health and safety arrangements which affect their roles.

This is undertaken by Forestry England Staff Council which meets at least twice per year, and through an England Health and Safety Group.

An Operations Health and Safety Group chaired by the Director of Operations - Forestry & Land Management, meets bi-monthly to consider health and safety matters and to share best practice. Districts, Functions, Specialisms and Forest Services are represented. The Chair can forward recommendations to the Chief Operating Officer for the Executive Team to consider.

District teams and large national teams also have Health & Safety Groups, or a fixed agenda item on a leadership meeting where health and safety issues relevant to the teams

are addressed and discussed. If they identify organisation-wide issues that require consideration this should be passed to the Operations Health and Safety Group. Matters concerning health and safety policy should be passed directly to the Executive team via the Chief Operating Officer.

Risk Assessment

Arrangements for undertaking Risk Assessments are described in PPG24.

Information, Instruction, Training and Supervision

All our people will be appropriately skilled and competent to carry out their work. They will have opportunities to undertake personal development in a variety of ways, such as on the job instruction, mentoring, supervision, e-learning and in-house and external training events. The Health, Safety & Technical Training team will provide advice and support to staff and teams.

Records of training will be held on Forestry England software application iTrent from April 2020 onwards.

Specific business health and safety risks

Health and Safety arrangements for other business specific risks are set on Roots in PPGs and other related Guidance documents. Staff without frequent access to Roots are briefed directly by managers and supervisors and through team meetings.

Appendix 1 District/Team Health & Safety Policy recommended content

Local Health & Safety Policies are required for Districts and national teams including:

West Forest District	South Forest District
Westonbirt	East Forest District
Central Forest District	Yorkshire Forest District
North Forest District	Plant & Seed Supply
Mechanical Engineering	National Office (Bristol & other national teams based elsewhere)


The following elements should be included in District/Team Local Health & Safety Policies. This is the minimum requirement. Other elements can be included where relevant locally.

- ❖ Introduction
- ❖ Management Unit - *Describe work of team, structures, sites & locations*
- ❖ Communications - *Describe H&S meetings/groups, H&S Briefings and communications*
- ❖ Responsibilities relevant to the District or Team
 - *(Do not duplicate Forestry England H&S Policy)*
- ❖ Arrangements for implementing local policy
- ❖ Risk Assessment
- ❖ Lone working
- ❖ Performance measures/monitoring/resumption
- ❖ Other
- ❖ Relationships with other business units
- ❖ Management of contractors
- ❖ Emergency arrangements

Appendix 2 Forestry England Health & Safety Risk profile

Organisation Risk Profile

	Work activity	Examples	Type of people involved	Number of people potentially exposed to risk (in Forestry England)
HIGH RISK = Significant controls & active monitoring	Forestry and Land Management	Chainsaws, brushcutters, ATVs, off-road driving, harvesting, electricity, heights	FE Staff	 < 1,000
	Wildlife management	Firearms, pest control, heights	FE Staff	 < 100
	Recreation	Mountain biking & high risk events such as rally driving	Visitors	 < 10,000
	Contractors	Chainsaws, brushcutters, ATVs, off-road, driving, harvesters, construction, electricity	Contractors	 < 10,000
	Mechanical Engineering, Estates, civil engineering	Maintenance of buildings, vehicles, equipment & machinery, construction, substances hazardous to health	Staff	 < 1,000
MODERATE RISK = Moderate controls & moderate monitoring	Driving for work (highway)	Work vehicles, own vehicles	Staff	 < 1,000
	Forestry, Land Management & Plant & Seed Supply	Hand tools, surveys, monitoring, using substances hazardous to health	Staff & volunteers	 < 10,000
	Recreation	Educational groups eg pond dipping, volunteer groups using hand tools	Staff & volunteers & visitors	 < 10,000
LOW RISK = Basic controls and regular review	Recreation	Walking and guided walks and visiting visitor centres	Visitors	 < 1m
	Computer workstations	Posture, vision, environment	Staff	 < 10,000
	Travel by public transport	Train, bus, planes	Staff	 < 1,000
	Working from home	Workstation, environment	Staff	 < 1,000
	Office based work	Slips, trips, falls, space, noise etc	Staff & volunteers	 < 10,000

 Number of people affected