

EEB 16-15 ANNEX B: CBF TEAM AND FUNCTIONS PIVOT

Function	Corporate Governance	Research Planning and delivery	Advisory Services & Knowledge Exchange	Professional and Organisational Representation	Business Operations & Innovation
Corporate Services	<ul style="list-style-type: none"> • Ensure sound governance of the cross border arrangements • Manage the relationship with the countries to implement the shared services roadmap and the change process associated with it • Provide ongoing support to implement the 1 Team Vision • Ensure sound governance of the Forestry Commission and fulfil the FC's statutory obligations 	<ul style="list-style-type: none"> • Contract management and administration • Budgetary management 			<ul style="list-style-type: none"> • Plant health administration – process import forms and organise inspections
International	<ul style="list-style-type: none"> • Ensure that the UKFS represents the views of the devolved administrations, and reflects a common perspective across the UK to ensure that the UK meets its international requirements. 	<ul style="list-style-type: none"> • Commission research to support the UK international policy position. • Commission research to address issues raised in an ad hoc way by countries. • Horizon scanning function to deliver synergies 	<ul style="list-style-type: none"> • Influence policy development within the EU • Support other Government departments concerned with international forestry • Provide expert impartial evidence and advice to support policy development and operational practice 	<ul style="list-style-type: none"> • Represent the UK at international forestry fora, sharing the UK approach to forestry practice • Represent the FC on the UKWAS steering group • Represent FC interests on the CPET Board 	<ul style="list-style-type: none"> • Maintain and promote the adoption of the UK Forestry Standard and Guidelines • Encourage and support independent certification as a common approach for forestry practitioners across the UK • Ensuring the UK is well linked into international initiatives such as the New Generations Plantations Project.
Economics	<ul style="list-style-type: none"> • Ensure that the FC conforms to the requirements of the Government Economic Service, • Signing off of economic appraisals • Informing the organisation about cutting edge work on links with insurance and financial mechanisms and new approaches to strategy, such as gamification. 	<ul style="list-style-type: none"> • Commission research to aid policy development in areas such as natural capital accounting, ecosystem services valuation, Using Lidar to assess tree growth WCC sites. • Commission external experts to support assessment of the cost-effectiveness of woodlands in the abatement of carbon dioxide emissions • Underpinning research to support the development and continued evolution of the WCC 	<ul style="list-style-type: none"> • Conduct economic appraisals and analyses to support policy and practice • Development and co-ordination of data and information systems on forestry and climate change, including a carbon accounting “framework”. 	<ul style="list-style-type: none"> • Work on sustainability standards and market opportunities relating to bio-mass and forest products • Represent the FC and devolved administration views at GES meetings. • Act as a focus for and represent the FC at the Aldersgate group of companies • Chair the climate change strategy group. Represent FC interests on a number of projects incl. national ecosystem assessment, 	<ul style="list-style-type: none"> • Lead the design & management of the Woodland Carbon Code • Lead the development of new approaches to valuing natural capital and delivering ecosystem services including mechanisms for payments from forestry by working with experts in and beyond the forest sector to examine opportunities for new funding mechanisms for woodland creation and to encourage forestry's contribution to a green economy • Climate change and economics analysis
Plant Health	<ul style="list-style-type: none"> • Draft, consult on, and ensure that legislation and statutory instruments on plant health are fit for purpose to deliver the Commissioners' statutory responsibilities. • Represent FC interests on the EU plant health regime review 	<ul style="list-style-type: none"> • Commission research into tree pests and diseases and ways to mitigate their impacts. • Horizon scanning for potential threats and mitigations via the Plant Health Risk Management group. 	<ul style="list-style-type: none"> • Provide advice for strategic development for plant health activities and provide advice on pest and disease management • Support the UK Chief Plant Health Officer in safeguarding the UK's biosecurity 	<ul style="list-style-type: none"> • Represent the FC on cross border and UK advisory groups, such as the CPHO group, and the Plant Health Strategy group. • Represent the UK at international forestry fora, sharing the UK approach to plant health and FRM regulations. • Represent FC in supporting Defra in 	<ul style="list-style-type: none"> • Commission Lantra to develop a new biosecurity training web based portal. • Provide the inspectorate service for imported wood and timber packaging. • Deliver statutory plant health and Forest Reproductive Materials (FRM) functions on behalf of the Forestry

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				managing and maintaining the plant health risk register	Commissioners and Welsh Ministers <ul style="list-style-type: none"> Own and maintain the FRM repository
Publications	<ul style="list-style-type: none"> Owner and publisher of official government publications Ensure the professional quality of FC publications and technical communications, in line with FC and wider Government standards Provide effective challenge on quality control issues 	<ul style="list-style-type: none"> Publish and disseminate research outputs Collaborate with the FC Communications team Provide the secretariat for the cross border Strategic Publishing Group 	<ul style="list-style-type: none"> Own and maintain the authors' manual for the FC, and work with FR Comms to ensure it gets wide adoption. Promote effective knowledge exchange within the FC and wider sector by developing effective targeted communication plans Ensure that publications do not compromise or threaten the FC reputation for impartiality and honesty. Uphold professional standards for publishing Provide general advice to customers on publications, standards etc. 	<ul style="list-style-type: none"> Represent FC interests on issues such as the Smarter Guidance initiative. 	<ul style="list-style-type: none"> Manage the publications contract with APS to ensure that FC publications are available when required. Explore the use of new and social media to reach a wider audience with FC publications. Digitise and make available a publications archive
Specialist Advice	<ul style="list-style-type: none"> Procure and disseminate evidence to support the sustainability of GB forests to prevent them from becoming detrimentally impacted through lack of resource or capacity (part of risk register mitigation) Research procurement ensuring sound governance and quality on behalf of the FC and devolved administrations and complying with Government guidelines on Science. Provide the secretariat for the Research Strategy Management Board, SRO for Observatree Chair of Tree Alert Steering group Provide support for Chief Scientist, and act as official for the HOSEP and CSAC groups 	<ul style="list-style-type: none"> As custodian of the SIS, act as an intelligent customer on behalf of the countries in purchasing quality assured research from Forest Research and external research providers and managing this through to delivery Provide the secretariat for the Expert Committee on Forest Science. Monitoring and evaluation of science and the SIS Work with partners in LWEC and CAMERAS to collaborate on research projects of shared interest. 	<ul style="list-style-type: none"> Advise on the implementation of EU Directives Provide expert impartial evidence and advice to support policy development and operational practice Providing expert opinion and influencing the recommendations of external review bodies, such as the Law Commission on wildlife regulation. 	<ul style="list-style-type: none"> Provide expert input at national and international level, in relation to policy on sustainable construction, wood procurement and utilisation, to the timber trade EG Woodwisdom, biomass standards, EU Standing Forestry Committee. Represent FC interests on the Defra Strategic Network Evidence Group, and a number of One Business workstreams. Represent the FC on the Living with Environmental Change Partners' Board. UK Chair for EUFORGEN, and other committees 	<ul style="list-style-type: none"> Horizon-scan other opportunities and challenges facing the forestry sector and make colleagues aware of them Seek more effective ways to leverage FC resources to undertake more research Provide a knowledge translation service to support country colleagues to mitigate risks while encouraging business delivery
Statistics	<ul style="list-style-type: none"> Ensure that forestry statistics conform to the requirements of the Government Code of Practice for Official Statistics Provide secretariat for the Expert 	<ul style="list-style-type: none"> Commission research to provide the evidence base for wood and timber statistics. Provide a service to countries including the Public Opinion Surveys 	<ul style="list-style-type: none"> Provide timely and accurate Official Statistics, including National Statistics, on forestry to meet the needs of a wide range of users 	<ul style="list-style-type: none"> Represent the UK in international organisations and fora on forestry statistics Comply at all times with the requirements of the Government 	<ul style="list-style-type: none"> Compile statistics on the forest industry Work with industry through the Expert Group on Timber and Trade Statistics to continually improve the accuracy of

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	Group on Timber and Trade Statistics, which helps to identify the need for, and sources of, sector statistics.	and MENE surveys.		Code of Practice for Official Statistics. • Represent the FC and devolved administration views at GSS meetings.	the data and how there are presented.

IFOS Function	Professional Expertise and Organisational Representation	Business Practice	Advisory Services	Audit Quality Assurance Services	System & Service Maintenance	Business Development
IFOS 'Whole'	<ul style="list-style-type: none"> • Current capacity is a function of the combination of skills and expertise across all teams and of realising synergies within other parts of FC including FR, IS and country staff. • Maintenance of the expertise and capacity needed to deliver the National Forest Inventory, Forester and Corporate Spatial data programmes • Definition and maintenance of associated standards to ensure that data, models, software and reports are Quality Assured • Manage & maintain associated internal & external groups to ensure that outputs are relevant, understood & used. • Commission and oversee S&IS Programme 6: Modelling/Data 					
I&F team NFI Narrow The NFI map, NFI cross sectoral field survey programme and associated analyses and reports	<ul style="list-style-type: none"> • Represent the FC on Defra monitoring review (part of one business programme) • National and international representation linked to NFIs and International Reporting • Expert Group on Timber and Trade Statistics 		<ul style="list-style-type: none"> • Inventory & Forecasting; Ad hoc requests >1k pa • Inventory & Forecasting; Ad hoc reports ca 10 pa • NFI synergies eg survey alignment for plant health, ownership etc 	<ul style="list-style-type: none"> • QA NFI Input data • QA NFI Reports • QA Commissioned FRA work 	<ul style="list-style-type: none"> • Establish and report on the current state of key forest metrics at GB and national level, assumptions and limitations to be clear and uncertainty quantified where practicable. • Project current state forward under defined management scenarios with statements about sources of uncertainty that have not been evaluated. • Periodically reassess current state in order to: a. generate a direct assessment of change including for removals; and b. inform the development of 'realistic' management scenarios • RS clearfell & land use change; 30k Ha/68k changes pa • Send and respond ca 7k letters to woodland owners • Survey NFI Squares 	<ul style="list-style-type: none"> • Outputs inform sector wide investment and development • Outputs inform and help evaluate policy, principally in the areas of natural capital accounting and ecosystem services
I&F team FE support		<ul style="list-style-type: none"> • Inventory standards and practise 	<ul style="list-style-type: none"> • FE inventory and forecasts including for market development 	<ul style="list-style-type: none"> • QA scdb and reports 	<ul style="list-style-type: none"> • FE inventory (scdb) • Generate metrics for EOY accounts • Survey Handbook • Forecast Guidance OGB 32 	<ul style="list-style-type: none"> • Outputs inform planning, marketing and operations in each country

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					<ul style="list-style-type: none"> FE Forecast Reports & analyses 	
Operational Support	<ul style="list-style-type: none"> Manage & maintain associated internal & external groups to ensure that outputs are relevant, understood & used. 	<ul style="list-style-type: none"> Planning Systems/data Operations; Contract Mapper, Associated constraints data, Resumptions, Inspections & Mtce Generic; Ongoing system/data updates, Best Practise Guidance, Training Support 	<ul style="list-style-type: none"> Scope (& deliver – data model, software design & configurn) solutions to business problems Ad hoc requests > 1k pa 	<ul style="list-style-type: none"> QA ESRI Software; Inception, Elaboration, Construction, Implementation Forester fault investigation and resolution services 	<ul style="list-style-type: none"> Forester data and software OGBs 	<ul style="list-style-type: none"> Deliver the Forester Roadmap to the standards and milestones agreed with countries. Advise on and ensure alignment with corporate GI strategy
Mapping and Geodata	<ul style="list-style-type: none"> Defra GI PSMA and equivalents 	<ul style="list-style-type: none"> Secure, upload, maintain and distribute underpinning third party GI data – overlaps system and service maintenance. This data underpins legal compliance and business practise (FC, FE and FR) across a range of areas 	<ul style="list-style-type: none"> GI Data & Systems; Ad hoc requests > 1k pa 	<ul style="list-style-type: none"> Internal and external data capture and management 	<ul style="list-style-type: none"> AP/OS and height data processing and delivery for GB Management of core SDR data; >1k datasets Inspire data supply products Estates Casework mapping, Deeds system updates, legal boundary updates ca 500 pa FES Estate Registration FoRe Maps: ca 50 pa FES Rec Maps: ca 45 pa Plant Health Products: ca 600 EWGS & FLA digitising: ca 5500 FES Open Habitat 20,000 Ha EOY Reports inc DMS/scdb reconciliation 	<ul style="list-style-type: none"> Advise on corporate GI Infrastructure