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4th March 2008

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Inventory & Forecasting Review Stakeholder Consultation

The Inventory & Forecasting Review has now a stage where draft scenarios have been drawn up and approved by the Project Board. These now need to be refined through staff feedback. As Union representative, you are kindly invited to help with this process by giving your views to the Inventory & Review Project Board. Already, individual meetings with over 60 staff and several larger group meetings have been held to inform stakeholders as to developments. Written comments are now sought to help shape the best way forward. Therefore, please find attached 3 consultation documents:-

1. A **Report** setting out the purpose, background, context, scenario methodology, Project Board deliberations, future scenario options, funding & next steps.
2. **Answers to some key questions:** 9 key questions along with answers.
3. **Stakeholder Consultation:** *You are invited to respond to these 6 questions.*

These documents have been sent to OSU, TSU and BSSD Team Leaders/Heads of Divisions in order to give them the chance to alert stakeholder teams accordingly. On Wednesday 5 March, the exercise will be extended to all staff listed in Annex 2 of the Report, and members of the Biometrics PAG, NIWT Service Board, OSU Service Board and 2010 PF Programme Board. Your feedback (both collective and individual) will help to inform the Project Board in making a recommendation to the FC Executive Board in April.

Please complete and return the response form either by post to James Ogilvie at Silvan House or electronically, to james.ogilvie@forestry.gsi.gov.uk **by Friday 28 March.**

Thank you for your help.

James Ogilvie, Inventory & Forecasting Project Manager

Inventory & Forecasting Review Project

Stakeholder Consultation Document

Inventory & Forecasting Project Board
March 2008

Inventory & Forecasting Review Project Stakeholder Consultation Document

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1. Purpose

This document has been produced as an output from the Inventory & Forecasting Review Project. It is intended to:-

- *Inform stakeholders as to progress on the Inventory & Forecasting Review Project;*
- *Describe potential scenarios for a future new Inventory & Forecasting Unit;*
- *Suggest posts - along with current postholders - according to these potential scenarios.*
- *Prompt feedback from stakeholders to enable the shape of a new Unit to be further developed and refined.*

For further information about the Inventory & Forecasting Project, follow the FC intranet links:- **eConnect >> Corporate Services >> Inventory and Forecasting Project**

2. Background

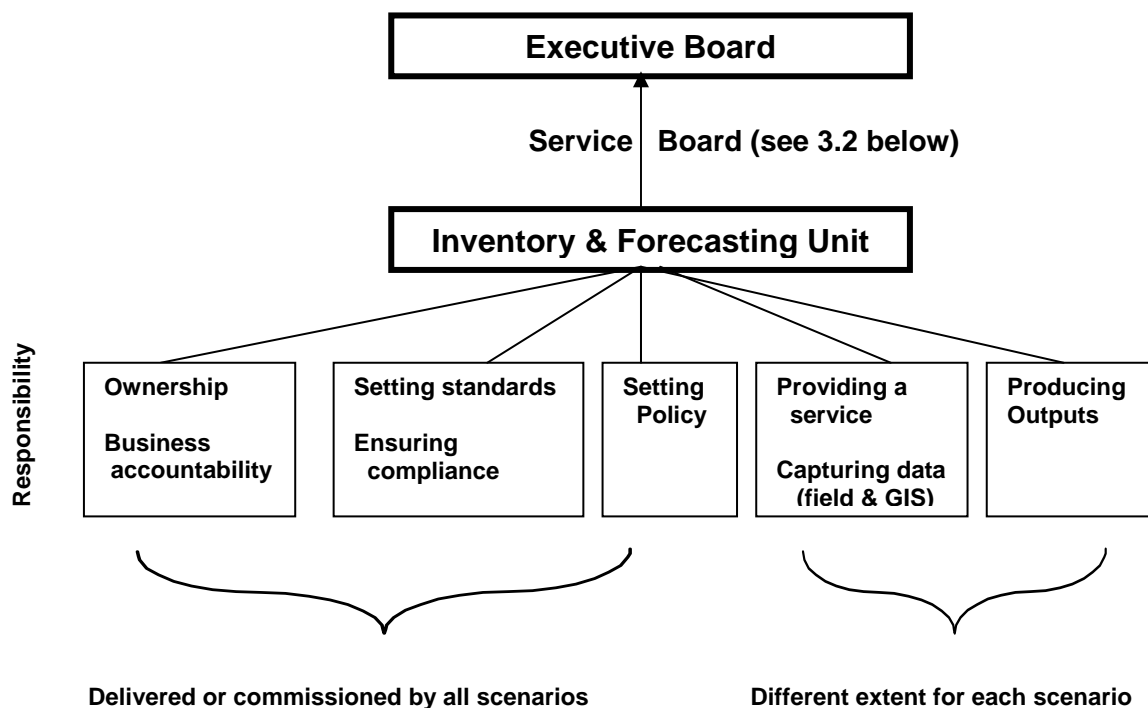
This document comprises **Inventory & Forecasting Project Deliverable 7 “Define the boundaries and scope of the Inventory and Forecasting (I&F) Unit”**.

3. Context: what the new Unit is required to do

There are five main areas of responsibility or requirements for the new Unit, as represented in **Figure 1** below. These are:-

- a) Ownership: policy/accountability/business responsibility;***
- b) Setting standards and ensuring adherence/compliance;***
- c) Setting policy;***
- d) Providing a service to others; and***
- e) Producing outputs (see 3.1 below).***

Figure 1 Unit requirements



3.1 Outputs (products and services)

In order to aid understanding of what is required of the new Unit, **Annex 1** sets out areas of authority, responsibility and outputs. The main deliverables comprise:-

Essential deliverables:

- A robust **Inventory** of GB woodlands, consisting of:-
 - Growth & yield data: standards, models and compatibility interface.
 - Sub Compartment Database owned by Forest Districts to standards set by I&F Unit (which may also capture data).
 - NIWT information (owned by I&F Unit) on PS and FE woodlands.
- Quantitative **production forecast** from GB woodlands, consisting of:-
 - FE Timber volume (owned by FDs, system provided by I&F Unit).
 - PS Timber volume (system and ownership provided by I&F Unit).
- Growth & Yield **Models** and systems to enable forecasting development.
- Software support** (e.g. Forester Family) and GIS development.

Additional potential deliverables:

- e) Permanent sample plot network.
- f) Spatial Data Repository.
- g) Assessment of GB woodland future outputs (sustainable forest management, including carbon, biomass and other growth data).
- h) Other data surveys (e.g. G&L).
- i) Forest Condition Surveys (Levels I and II) (owned by International Policy/CFS).
- j) FR Integrated Monitoring.

In general, as the size of the Unit increases, the range of outputs increases. Thus whilst the deliverables a) to d) are essential to the new Unit, the number of other potential deliverables increases as Unit size is increased.

3.2 Service Boards

As with other Service Boards, the I&F SB will strive for a shared understanding of what customers are trying to achieve through the service and a shared development of meaningful performance indicators and targets to reflect customer desired outcomes. In particular, it will:-

- address current and future needs by setting/agreeing strategic and annual plans (and associated KPIs/targets) for the I&F service;
- be collectively responsible for service funding through business plans;
- ensure that collective responsibility is taken for the success of the service through achieving KPI targets.

In the case of Inventory and Forecasting, where some sensitivities can occur between corporate FC needs and the needs of the devolved countries, a fully representative Service Board will be essential to the future success of the Unit. Thus senior representation will be required from the countries and FR as well as from Corporate & Forestry Support Division. It is expected that the I&F SB will subsume the roles of the existing NIWT Project Board and the 2010 PF Board. Depending upon the final scenario adopted, the Service Board structure/composition will vary. In general terms, the smaller the size of the Unit, the more robust needs to be its Service Board governance. Further Service Board issues are covered under **Section 6**.

4. Scenario methodology

Within a spectrum of options, a number of change scenarios can be suggested as potential structures for the new Inventory & Forecasting Unit. These options range from maintaining the current system; to forming a small co-ordinating group; to creating an extensive data bureau. However, these options - the do-nothing option, the very small co-ordinating group and the very large data bureau - can be discounted for the reasons set out below. EB Memo 11/07 recommended locating OSU, TSU and FR Surveys within CFS and this recommendation was accepted by the EB subject to the current Inventory & Forecasting Review findings. In this document, all of these options - and others - are considered below.

As **Figure 1** above illustrates, any proposed Inventory & Forecasting Unit must have responsibility for the following:-

- Data ownership
- Business accountability
- Policy setting
- Standards setting
- Ensuring compliance

All scenarios would therefore have a **strategic role** in terms of producing high level outputs such as the GB Production Forecast and NIWT). A direct **operational role** (e.g. field surveying) would be confined to the narrow and wide scenarios, the difference being one of scope (the wide scenario having responsibility for a greater spectrum of data gathering than the narrow scenario). The slim scenario would be responsible for achieving the same outputs as the narrow scenario, the major difference being that the slim scenario would achieve this mainly through commissioning data collection, whereas the narrow scenario would achieve this mainly through direct data collection. With regard to geospatial data **functions** (such as surveying, assimilating, analysing, modelling and forecasting) the slim scenario would commission such functions whereas the narrow and wide scenarios would undertake (to a varying degree) such functions. With regard to **ownership**, all scenarios would be responsible for owning growth and yield data models, standards, interface and consistency. They would identify gaps, commission surveys in response to gaps and transform data updates to the correct format. With regard to **deliverables** (products and services) the slim, narrow and wide scenarios would deliver (either owning or having authority over) the following:-

- NIWT
- FE Production Forecast
- Private Sector Production Forecast

The range of specific outputs and the extent to which individual scenarios would capture data and provide a service to others thus varies according to which scenario is being considered.

5. Project Board deliberations

Taking cognisance of [EB Memo 11/07](#) and Inventory & Forecasting Project Deliverables [1](#), [2](#), [3](#), [4](#), [5](#) and specifically [6](#)), recent I&F Project Board discussions have:-

- considered (and set aside) the options of a small Co-ordinating Group and a Data Bureau;
- recognised that there is a logic in considering three potential scenarios: a slim Unit, a narrow Unit and a wide Unit;
- concentrated upon a solution which comprises a number of staff from some or all of OSU, TSU and BSSD;
- noted that the wide scenario option is for illustrative purposes only, to help understand the potential upper limits to an Inventory & Forecasting Unit;
- recognised that the 18 month review period will provide an opportunity to revisit the wide scenario option but noted that at this stage the wide scenario is not proposed as an option requiring feedback from this consultation;
- concluded that the preferred way forward would be based around the narrow scenario.

It is recognised that these scenarios will require adjustment and refinement in the light of stakeholder feedback and that they should therefore be treated with caution as being draft scenarios for stakeholder consideration at this stage.

The specific methodology used to derive these three scenarios (slim, narrow and wide) draws upon earlier Deliverables within the I&F Project. Key differences between the slim, narrow and wide scenarios relate to **scope**, **staffing** levels and **governance**. All scenarios include staff currently located within OSU TSU and BSSD. However, the (illustrative) wide scenario also includes a greater number of staff from those Divisions, plus some staff currently within Economics/Statistics and Country GIS Grants & Regulations teams. **Annex 2** attributes specific posts and existing postholders (according to their respective Divisions) to all three scenarios.

6. Future scenario options

6.1 Co-ordinating Group (*for illustration only*)

A small Co-ordinating Group could provide a strategic role, undertaking some work but commissioning most work elsewhere within the FC, facilitating agreement of work programmes and co-ordinating data to deliver (through others) NIWT and the FC and PS Production Forecasts. The Group would comprise key staff with strategic authority over the necessary data standards, models and interface but would not have direct control over the financial resource to deliver NIWT or the Production Forecasts. Drawbacks to this structure would comprise inefficiencies through the need to backfill posts vacated by the key members recruited to this Group, and lack of end-to-end control of the necessary data collection, assimilation, modelling and analysis processes. Such a resulting weak governance would tend towards a continuation of current system failures as recognised in EB Memo 11/07. Principally for this reason such a Co-ordinating Group is not considered further here.

6.2 Data Bureau (*for illustration only*)

At the other end of the spectrum, a Data Bureau could act in a holistic data keeper/guardian role - including data ownership, surveying/ collecting, assimilating, modelling, analysing and forecasting - for all geospatial data purposes (including the needs of FR) as well as for sustainable forest management requirements in general. Such a Bureau would be responsible for delivering geospatial data in its widest sense across the Commission. Necessarily comprising most of OSU, TSU, BSSD and a significant number of other staff drawn from CGIS, FCE, FR Science Divisions and Economics & Statistics Branch, the creation of this scenario 'from scratch' - involving well over 100 FC staff - is considered to be an unrealistic (over-ambitious) proposition at this stage. However, time will tell whether such a data-centric scenario becomes more appealing in the future. The proposed 18-month review of the new Unit will provide an opportunity to reconsider this potential direction of travel.

6.3 I&F Unit slim scenario (*for consideration*)

Annexes 1 & 2 set out the detail of this scenario. In summary the 'slim' Unit would comprise a small number of key staff (approximately 11) who would commission work largely from other parts of the FC. This Unit would have responsibility for commissioning forest inventory, timber production forecasting and evaluation and verification of sustainable yield (note that admin/support functions/staff are not included but would clearly be required). In delivering through others the slim Unit would control delivery through

funding and project management, rather than through direct governance/line management. Externally focussed, it would be responsible for the control of financial resources, co-ordinating, assimilating, and governing the collection and analysis of data through others. It would set out Inventory and Forecasting data policy and standards, assign responsibility for the ownership of such data, ensure adherence and compliance and take business responsibility for such data. In order to function efficiently, a 'narrow' Unit would require to have sufficient organisational 'weight' and influence to overcome potentially competing demands in achieving results. Although the slim scenario Service Board would subsume the roles of the NIWT Service Board and the 2010 PF Programme Board, a separate OSU Service Board would still be needed, along with a separate SLA. This raises the possibility of potential inefficiencies resulting from increased transactional costs and a lack of clarity between membership of the two Service Boards (I&F and OSU).

6.4 I&F Unit narrow scenario (*for consideration*)

Annexes 1 & 2 set out the detail of this scenario. In summary the 'narrow' Unit would comprise approximately 63 staff with responsibility for functions related to core forest inventory, forecasting of timber production and evaluation and verification of sustainable yield (note that admin/support functions/staff are not included but would clearly be required). The narrow Unit would be responsible for the control of financial resources, co-ordinating, assimilating, and governing the collection and analysis of data. It would set out Inventory and Forecasting data policy and standards, assign responsibility for the ownership of such data, ensure adherence and compliance and take business responsibility for such data. According to workload demands the narrow Unit could commission some work through others, for example work relevant to NIWT. Survey staff would undertake production surveys and SCDB surveys carried out for Forest Districts as well as API and other Inventory work (e.g. roads, utilities, soils) carried out for OSU. In general terms, staff whose work is predominantly concerned with I&F would comprise part of the new Unit, whereas staff whose work is predominantly concerned with other duties would generally fall outwith the new Unit. However, given the difficulty of separating and 're-housing' the small number of OSU staff who are only partially concerned with core inventory and forecasting work, for pragmatic reasons, all OSU staff are proposed for inclusion within this option. It should therefore be noted that this scenario includes an element of service provision which goes beyond the narrow definition of Inventory and Forecasting, since it includes the whole of the 'Forester Family', elements of which cannot be readily separated from the whole. The narrow scenario I&F Service Board would subsume the roles of the NIWT Service Board, the 2010 PF Programme Board and the OSU Service Board. One possible advantage to this structure would be a higher visibility to FE field staff.

6.5 I&F Unit wide scenario (for illustration only)

Annexes 1 & 2 set out the detail of this scenario. In summary the 'wide' Unit would comprise approximately 109 staff - roughly twice the number proposed under the narrow scenario (note that admin/support functions/staff are not included but would clearly be required). This Unit would be responsible for measurement systems to support the management of the growing stock; stand yield modelling; integrated modelling; G&L data capture; monitoring, reporting, modelling and forecasting of biomass and carbon; and measurement systems to support inventory and sale of timber. Survey staff would be responsible for OSU/FD survey work, mensuration permanent sample plots, remote sensing ground truthing, NIWT, Tree Health (e.g. Forest Condition Level I Assessments and Long Term Level II Intensive Forest Monitoring Programme), CFS Plant Health surveys, Soils, ESC and other FR/FC surveys. It should be noted that this scenario includes an element of service provision which goes beyond the narrow definition of Inventory and Forecasting, since it includes the whole 'Forester Family', elements of which cannot be readily separated from the whole. It should be noted that the wide option is for illustrative purposes to help understand the potential upper limits to an Inventory & Forecasting Unit. Revisiting this option at the 18 month stage may be beneficial but it should be noted that at this stage, the wide scenario is not proposed as a specific option requiring consultative feedback.

7. Funding

Details of funding considerations and comparisons are set out more fully in Project Deliverable [4](#). Concerning the main outputs, whereas funding for NIWT, the Private Sector Production Forecast and Yield Models is provided mainly from core GB (via Corporate & Forestry Support Division with supporting funding from Business Services Division) funding for the FE Production Forecast and the Forester Family is provided by Forest Enterprise (via Forest District budgets and FE financial support for OSU).

In theory there is no difference between the slim and narrow options as regards funding streams/funding arrangements (although countries may have views on providing funds for a commissioning Unit as compared with a direct delivery Unit). Whereas the slim scenario would probably be PAG based, the PAG would essentially be redundant for the narrow scenario given that the amalgamated Service Board would take over that function. It is possible that transactional costs may be greater for slim than the narrow scenario, given the need to account for receipt of funding and then account for the use of that funding for commissioning work (in effect double handling). As a purely commissioning unit would not have as close touch with the marketplace, there would be fewer opportunities within the slim scenario to reduce costs through improving operational efficiencies and synergies than with the narrow scenario.

Given the necessity for providing start up funding, the costs of setting up a new Unit are expected to be higher than the do-nothing option in the early stages (for example, an additional modelling resource will require to be funded). However, as capacity and competence builds, along with a major reduction in sub-optimal commissioning and specifying, overall costs should reduce. Improved returns for customers underpin the reasons for supporting a short term cost increase. The 18 months review exercise will indicate what is working well (and what is not), whether the scope of the Unit is appropriate and whether the balance of delivery and outsourcing is optimal.

8. Next steps

Stakeholder consultation will enable scenarios to be refined, following SWOT analyses and an examination of potential consequential for each scenario and its component parts. The stakeholder feedback exercise will enable completion of the following Project Deliverables:-

- 8 *“Examine strengths weaknesses, opportunities and threats”;*
- 9 *“Assess the impact of proposed changes on other FC functions”;*
- 10 *“Provide a realistic framework for achieving change within the context of a single new Inventory and Forecasting Unit”;* and
- 11 *“Propose a governance structure for the Unit and job description for new Head of I&F”.*

Iterations with stakeholders may be required in order to refine an optimal solution that will then be signed off by the Inventory & Forecasting Project Board in early April before submission to the FC EB in late April 2008.

The final adoption of a solution will require a change management process to facilitate its implementation.

Annex 1 Scenario overview

	Slim scenario	Narrow scenario	Wide scenario
Unit's role	Strategic	Strategic	Strategic
	Co-ordinating	Some Co-ordinating	Some Co-ordinating
	Mainly Commissioning	Some Commissioning	Widespread Operational work
		Some Operational work	
Unit's functions	Commissioning data gathering/surveying	Data gathering/surveying	Data gathering/ surveying
	Co-ordinating data	Co-ordinating data	Co-ordinating data
	Assimilating data	Assimilating data	Assimilating data
	Integrating data	Integrating data	Integrating data
	Analysing data	Analysing data	Analysing data
	Commissioning data modelling	Modelling data	Modelling data
	Data forecasting	Data forecasting	Data forecasting
Unit's authority	Set out data policy	Set out data policy	Set out data policy
	Set out data standards	Set out data standards	Set out data standards
	Assign responsibility for ownership of I&F data	Own I&F data models and their interface	Own I&F data models and their interface
	QA & transform data updates to correct format	QA & transform data updates to correct format	QA & transform data updates to correct format
	Identify Gaps	Identify Gaps	Identify Gaps
	Commission surveys in response to Gaps	Undertake surveys in response to Gaps	Undertake surveys in response to Gaps
	Commission modelling of growth and yield data	Own growth and yield models	Own growth and yield models
	Audit to ensure compliance	Audit to ensure compliance	Audit to ensure compliance
			Manage and deliver other spatial and attribute surveys
			Develop new Growth & Yield Models
			Maintain Sample Plot network
			Maintain 'single source of truth' Spatial Data Repository
			Capture spatial data for G&L
			Maintain FR Integrated Monitoring Network

	Slim scenario	Narrow scenario	Wide scenario
Responsibility for delivering (directly or through others)	Growth & yield data: standards, models and interface	Growth & yield data: standards, models and interface	Growth & yield data: standards, models and interface
	FE Sub Compartment Database	FE Sub Compartment Database	FE Sub Compartment Database
	NIWT	NIWT	NIWT
	FE Production Forecast	FE Production Forecast	FE Production Forecast
	Private Sector Production Forecast	Private Sector Production Forecast	Private Sector Production Forecast
	Growth & Yield Model development	Growth & Yield Model development	Growth & Yield Model development
		Software support eg 'Forester Family' and GIS development	Software support eg 'Forester Family' and GIS development
			Permanent sample plot network
			Spatial Data Repository
			Other SFM data surveys
			G&L data
			Forest Condition (Level I) Assessments
			Long Term (Level II) Intensive Forest Monitoring Programme
			FR Integrated Monitoring
Staff Groups OSU	GIS Strategy Group (partial)	GIS Strategy Group (all)	GIS Strategy Group (all)
	Mapping & Geographic Unit (partial)	Mapping & Geographic Unit (all)	Mapping & Geographic Unit (all)
		Operations Group (most)	Operations Group (most)
BSSD	Surveys & Measurement Group (partial)	Surveys & Measurement Group (all)	Surveys & Measurement Group (all)
	Software Development Group (partial)	Software Development Group (partial)	Software Development Group (partial)
		Forest Resources Development Group (partial)	Forest Resources Development Group (partial)
TSU	Partial	Partial	Partial (at Newton, Lairg, Inver, Inverness, Ae, Fineshade, Santon Downham, Wykeham, Talybont, Alice Holt, Exeter)
Economics/Stats			Partial
Grant/Regs GIS			Partial

Annex 2 Scenario comparison (posts and postholders)

Please note that the names listed here are those staff currently occupying these posts as at February 2008

	Notes	SLIM SCENARIO		NARROW SCENARIO		WIDE SCENARIO	
		POST	POSTHOLDER	POST	POSTHOLDER	POST	POSTHOLDER
OSU 1		2010 PF Programme Manager	Ben Ditchburn	2010 PF Programme Manager	Ben Ditchburn	2010 PF Programme Manager	Ben Ditchburn
OSU 2				Forester Development Mgr	Ed Wallington	Forester Development Mgr	Ed wallington
OSU 3		Production Forecast System	Lesley Halsall	Production Forecast System	Lesley Halsall	Production Forecast System	Lesley Halsall
OSU 4				Forester support	Morag Hawkins	Forester support	Morag Hawkins
OSU 5		SCDB Manager	Pauline Dear	SCDB Manager	Pauline Dear	SCDB Manager	Pauline Dear
OSU 6		Surveys Manager	Doug Knox	Surveys Manager	Doug Knox	Surveys Manager	Doug Knox
OSU 7	1			Forester support	Tony Farndon	Forester support	Tony Farndon
OSU 8				Systems Support	Christine Steven	Systems Support	Christine Steven
OSU 9				Operations Manager	Doug Earle Mitchell	Operations Manager	Doug Earle Mitchell
OSU 10				Ops Support Officer	Adam Drew	Ops Support Officer	Adam Drew
OSU 11				Marketing Support Officer	John Gibson	Marketing Support Officer	John Gibson
OSU 12				Publications Manager	Oliver Williams	Publications Manager	Oliver Williams
OSU 13				Estates Support	Maureen O'Donnell	Estates Support	Maureen O'Donnell
OSU/MGIU 1		Head of MGIU	Ian Macleod	Head of MGIU	Ian Macleod	Head of MGIU	Ian Macleod
OSU/MGIU 2				MGIU Manager	Richard Venables	MGIU Manager	Richard Venables
OSU/MGIU 3	6			Mapping Officer	Alan Ramsay	Mapping Officer	Alan Ramsay
OSU/MGIU 4				Mapping Officer	David Bruce	Mapping Officer	David Bruce
OSU/MGIU 5				Mapping Officer	Kenny Fergus	Mapping Officer	Kenny Fergus
OSU/MGIU 6				Mapping Officer	Stuart Stanley	Mapping Officer	Stuart Stanley
OSU/MGIU 7	2			Mapping Officer	Ewan Watson	Mapping Officer	Ewan Watson
OSU/MGIU 8				Mapping Officer	Jim Henderson	Mapping Officer	Jim Henderson
OSU/MGIU 9				MGIU Manager	Linda Swanson	MGIU Manager	Linda Swanson
OSU/MGIU 10	5			Mapping Officer	Barbara Ross	Mapping Officer	Barbara Ross
OSU/MGIU 11	7			Mapping Officer	May Buckle	Mapping Officer	May Buckle
OSU/MGIU 12				Mapping Officer	Tristan Farquhar	Mapping Officer	Tristan Farquhar
OSU/MGIU 13				MGIU Manager	Anne Thomson	MGIU Manager	Anne Thomson
OSU/MGIU 14				Mapping Officer	Fiona MacFarlane	Mapping Officer	Fiona MacFarlane
OSU/MGIU 15				Mapping Officer	Ian Kirk	Mapping Officer	Ian Kirk
OSU/MGIU 16				Mapping Officer	Diane Osborne	Mapping Officer	Diane Osborne
OSU/MGIU 17				MGIU Manager	Nigel Streether	MGIU Manager	Nigel Streether

	Notes	SLIM SCENARIO		NARROW SCENARIO		WIDE SCENARIO	
OSU/MGIU 18				Mapping Officer	Jane Wall	Mapping Officer	Jane Wall
OSU/MGIU 19	4			Mapping Officer	Simon Dunn	Mapping Officer	Simon Dunn
OSU/MGIU 20				Mapping Officer	Christine Gibbons	Mapping Officer	Christne Gibbons
OSU/MGIU 21	6			Mapping Officer	Jo Harvey	Mapping Officer	Jo Harvey
OSU/MGIU 22				Mapping Officer	Ian Medcalf	Mapping Officer	Ian Medcalf
OSU/MGIU 23				Mapping Officer	Gary Hopkins	Mapping Officer	Gary Hopkins
OSU/MGIU 24	4			Mapping Officer	Jo Fisher	Mapping Officer	Jo Fisher
OSU/MGIU 25	4			Mapping Officer	Jef Sharp	Mapping Officer	Jef Sharp
OSU/MGIU 26	4			Mapping Officer	Yong Rawlings	Mapping Officer	Yong Rawlings
BSSD 1		Head Surveys/Measurement	Mark Lawrence	Head Surveys/Measurement	Mark Lawrence	Head Surveys/Measurement	Mark Lawrence
BSSD 2				NIWT Project Manager	Graham Bull	NIWT Project Manager	Graham Bull
BSSD 3		I&F Officer	Justin Gilbert	I&F Officer	Justin Gilbert	I&F Officer	Justin Gilbert
BSSD 4				GIS Unit Manager	Christine Brown	GIS Unit Manager	Christine Brown
BSSD 5				NIWT QA Manager	Esther Whitton	NIWT QA Manager	Esther Whitton
BSSD 6				Inventory GIS Officer	Shona Cameron	Inventory GIS Officer	Shona Cameron
BSSD 7	11			<i>Tree Mensuration</i>	<i>Ian Craig</i>	<i>Tree Mensuration</i>	<i>Ian Craig</i>
BSSD 8	11			<i>Analyst/Programmer</i>	<i>Chris Vials</i>	<i>Analyst/Programmer</i>	<i>Chris Vials</i>
BSSD 9	11			<i>Measurement Systems</i>	<i>Ewan Mackie</i>	<i>Measurement Systems</i>	<i>Ewan Mackie</i>
BSSD 10	11			<i>Software Engineer</i>	<i>Paul Henshall</i>	<i>Software Engineer</i>	<i>Paul Henshall</i>
BSSD 11	10	Additional Modeller	A.N. Other	Additional Modeller	A.N. Other	Additional Modeller	A.N. Other
BSSD 12						Forest Resources Evaluation	Robert Matthews
BSSD 13						Analyst/Programmer	Una McEvoy
BSSD 14	9			GIS Technician	Celia Igregja	GIS Technician	Celia Igregja
BSSD 15	9			GIS Technician	Vera Correia	GIS Technician	Vera Correia
BSSD 16	9			GIS Technician	Fauzia Davidson	GIS Technician	Fauzia Davidson
BSSD 17	9			GIS Technician	Adam Ward	GIS Technician	Adam Ward
BSSD 18						Scientist	Miriam Baldwin
BSSD 19						Data Centre Manager	Paul Taylor
BSSD 20						GIS Technician	Lynn Connolly
BSSD 21						Data Processor	Lynn Rooney
BSSD 22						Scientist	Catia Archangeli
BSSD 23						Software Engineer	Stephen Bathgate
BSSD 24		Empirical Modeller	Alan Brewer	Empirical Modeller	Alan Brewer	Empirical Modeller	Alan Brewer
BSSD 25		Scientist	Tracey Houston	Scientist	Tracey Houston	Scientist	Tracey Houston

	Notes	SLIM SCENARIO	NARROW SCENARIO	WIDE SCENARIO
TSU 1			Field Station Manager	Field Station Manager
TSU 2			Research Worker	Research Worker
TSU 3			Research Worker	Research Worker
TSU 4			Research Worker	Research Worker
TSU 5			Survey Forester	Survey Forester
TSU 6			Research Forester	Research Forester
TSU 7			Research worker	Research Worker
TSU 8		Survey Forester	Survey Forester	Survey Forester
TSU 9			Forester/Site Surveyor	Forester/Site Surveyor
TSU 10			Research Worker	Research Worker
TSU 11			Forester/Site Surveyor	Forester/Site Surveyor
TSU 12				Research Worker
TSU 13				Research Worker
TSU 14				Research Worker
TSU 15				Research Worker
TSU 16				Research Worker
TSU 17				Research Worker
TSU 18				Research Worker
TSU 19	12	Nick Evans		Research Forester
TSU 20				Research Worker
TSU 21				Field Station Manager
TSU 22				Research Worker
TSU 23				Surveyor
TSU 24				Surveyor
TSU 25				Research Worker
TSU 26				Research Worker
TSU 27				Research Worker
TSU 28				Field Station Manager
TSU 29				Research worker
TSU 30				Research worker
TSU 31				Surveyor
TSU 32				Research worker
TSU 33				Surveyor
TSU 34				Surveyor

Notes	SLIM SCENARIO	NARROW SCENARIO	WIDE SCENARIO
TSU35			Surveyor Gary Servant
TSU36			Research Worker Bill Riddick
TSU 37			Research Worker Lee Cooper
TSU 38			Research Forester Kate Harris
Economics/Stats 1			Statistician Sheila Ward
Economics/Stats 2			Head of Economics/ Stats Simon Gillam
Grant/Regs GIS 1			CGIS Officer Steve Cole
Grant/Regs GIS 2			CGIS Officer Sheila Leckie
Grant/Regs GIS 3			Support Officer Bethan Webber
Grant/Regs GIS 4			Support Officer Menna Jones
Grant/Regs GIS 5			Support Officer Rehan Corlett

General Notes

Administrative Staff are required to be determined for each scenario.
 The Head of Unit is required to be determined.

Specific Notes

- 1 Currently on FTA. OSU are seeking to make this post permanent.
- 2 Part Time 60%
- 3 50% Salary funded by OSU under 08/09 Business Plan.
- 4 Managed by MGIU. Salary funded by FCE (Cambridge) under 08/09 Business Plan.
- 5 Part Time 50%
- 6 Part Time 70%
- 7 Part Time 80%
- 8 Until NIWT base map is completed, then reverts to Forest Research.
- 9 Contract staff.
- 10 An additional modeller post requirement.
- 11 One option is to include the modelling team within the narrow scenario.
- 12 TRA.

**Inventory & Forecasting Review Stakeholder Consultation
Potential Scenarios - questions needing your answers**

Please respond to the questions listed below. You may wish to co-ordinate your response via your Team Leader / Head of Division.

Please complete and return this form **by Friday 28 March** to James Ogilvie, either electronically james.ogilvie@forestry.gsi.gov.uk or by post to Forestry Commission, Silvan House, 231 Corstorphine Road, Edinburgh EH12 7AT

Name:	Division:	Post/job:
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Questions	Slim scenario	Narrow scenario
1. What are the strengths? E.g. what will work well as a result of a new Unit being formed? What be improved as a result of a new Unit being formed?		
2. What are the weaknesses? E.g. what disadvantages will arise as a result of a new Unit being formed? What will need to be improved as a result of a new Unit being formed?		
3. What are the opportunities? E.g. what prospects open up as a result of a new Unit being formed? What strengths can be turned into opportunities?		
4. What are the threats? E.g. what will risks will arise as a result of a new Unit being formed? What threats do the identified weaknesses give rise to?		
5. What are the consequences (both negative and positive) for your work? In responding, you may wish to consider the following categories of potential risks/issues: Staffing/People; Economic/Financial; Organisational/Governance; Service delivery; Operational/Technical (and/or you may prefer to suggest other risks/issues).		
6. Do you have any other comments?		