

the value of

rees

in our changing region



The **Delivery Plan**
for the Regional Forestry Strategy for
Yorkshire and The Humber Region

November 2007

Foreword



New life in an Ancient Wood

FORESTRY COMMISSION, ISOBEL CAMERON

When the Regional Forestry Strategy was published in July 2005 there was a general consensus that we all need to work together if we are to maximise the benefits that our tree and woodland resource can offer. The Strategy identified clear priorities for future action and I am pleased to report that we are starting to make real progress in addressing some of these.

As the regional tree and woodland partnership has continued to develop so the need to clarify roles and responsibilities has become more important. This new Delivery Plan describes many of the processes that have been put in place and explains how individuals and organisations will be kept informed and encouraged to make their contribution.

This document is not just about process, it also includes examples of some of the exciting actions being planned or already underway within our region. The comprehensive Action Plan from which these are taken includes an impressive array of projects and initiatives. However, because the Action Plan is still developing so rapidly it is not being published in hard copy but is available to download from the new Regional Forestry Strategy website – www.valueoftrees.org. This website will become the primary means of disseminating information and I would encourage all readers to visit it and register to receive future newsletters and updates.

I have been impressed by the enthusiasm of those involved in tree and woodland issues in our region, and for the energy they have shown in translating priorities into action. What is even more encouraging though is the genuine commitment within the sector to work with others to maximise the contribution that trees and woodlands can make to some of the more significant regional agendas. It has certainly not been a question of advocating more trees just for the sake of it. It really has been a process of identifying and agreeing where trees can make a real contribution, and then working together to make it happen.



Felicity Everiss

Felicity Everiss REGIONAL DIRECTOR,
GOVERNMENT OFFICE FOR
YORKSHIRE AND THE HUMBER, OCTOBER 2007

Contents

Why Develop a Delivery Plan?	3
Supporting Local Delivery	5
Co-ordination and Decision-Making	7
Monitoring, Managing and Reporting Progress	9
Action Planning	15
Annual Work Programme	15
Communicating with Partners	17

Why Develop a Delivery Plan?

The Value of Trees in our Changing Region, the Regional Forestry Strategy for Yorkshire and The Humber Region, was launched in July 2005 and consisted of two key documents.

Strategic Framework

This document set out the strategic context within which the management of the regional tree and woodland resource takes place. It identified how and where that resource has the potential to contribute to the delivery of some of the region's high level policy agendas. It also established clear, prioritised outcomes that the region has committed itself to achieve during the period through to 2020.

Outline Action Plan

This document sought to illustrate how existing activity was already helping to deliver some of the key outcomes, and identified some of the gaps where future attention needed to be focussed.

At that stage the Regional Forestry Strategy included a number of high level regional targets but did not set out a comprehensive framework for measuring progress. Also, although delivery partners for each of the actions were identified, the process for managing and co-ordinating delivery activity across the whole of the Strategy was not detailed.

This new Delivery Plan supersedes the Outline Action Plan and describes a more comprehensive approach to

the delivery of the Strategy. It does this by:

- establishing clear decision-making, co-ordination, monitoring and reporting structures;
- setting out a comprehensive performance management framework;
- developing an enhanced approach to action planning and work programming;
- describing an inclusive approach to keeping people and organisations informed about progress.

Delivery of the Strategy will continue to evolve and develop over the next few years as evidence and information improves, more organisations become involved, and resources are realigned towards the region's agreed priorities. For these reasons, not all sections of the Delivery Plan are being published in hard copy. Sections that are likely to develop and change over time, such as the Action Plan and the Performance Management Framework, will be published on the dedicated Regional Forestry Strategy website – <http://www.valueoftrees.org>.

Adopting this approach will allow greater flexibility in terms of being able to keep information up to date, and it will also allow more detail to be provided about individual actions where necessary. Nevertheless, this document includes examples of some of the exciting and innovative work going on in the region that is already starting to deliver results.

The Woodfuel Revolution



The Wilton 10 Biomass Power Station

SEMBCORP UTILITIES UK LTD

The importance of wood and wood biomass as a source of renewable energy was recognised as a high priority within the Climate Change theme of the Strategic Framework. Since 2005, a new national Woodfuel Strategy has been published that focuses attention on the untapped resource in many under-managed woodlands, and this has been reflected in the region's new Vision for Biomass.

South Yorkshire Wood Energy Cluster – South Yorkshire has seen a rapid increase in the installation of biomass boilers, being led by Sheffield and Barnsley local authorities. Schemes such as Sheffield Road Flats and Smithies Lane Depot will help Barnsley Council achieve a 60% reduction in its CO₂ emissions as an organisation. The development of this South Yorkshire Wood Energy Cluster has been facilitated and promoted by the South Yorkshire Forest Partnership with financial support from Yorkshire Forward.

[Contact: *South Yorkshire Forest Partnership*,
Tel: 0114 257 1199]

Energy Crops Scheme - the region's three coal-fired power stations are increasingly looking to develop local sources of biomass for co-firing to help meet their renewable fuel obligations. In relation to this, the national Energy Crops Scheme has seen applications to plant over 6,600 hectares of Short Rotation Coppice and Miscanthus in Yorkshire and Humber region during the 2003-2006 period.

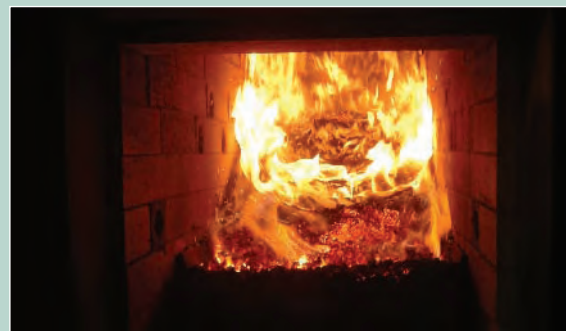
[Contact: *Forestry Commission*, Tel: 01904 448778
Natural England, Tel: 0113 2303725]

The Wilton 10 Biomass Power Station - the construction of the country's first biomass-fired power station at Wilton, just over the border in the North East Region, is already having a positive impact on the local market for small

roundwood. This is particularly the case in and around the North York Moors National Park where the Forestry Commission has entered into a contract to supply a significant proportion of the 80,000 tonnes of small roundwood required. In total, the Wilton Power Station will need 300,000 tonnes of biomass a year.

[Contact: *SembCorp Utilities*, Tel: 01642 459955]

Action Plan References: See the actions under Outcome 7.1.a) within the Climate Change theme, and the related actions under Outcome 3.2.d) within the Sustainable Forestry theme.



Wood burner at Sheffield Road Flats

FORESTRY COMMISSION, VINCE CARTER

Supporting Local Delivery

Trees and woodlands often generate strong passions at the local level. They form an important part of the local landscape and for many they help to define a sense of place and belonging to a particular locality. For this reason the Strategy recognises the importance of supporting local delivery.

For the Regional Forestry Strategy to achieve success it must support and add value to this local delivery. The Strategy seeks to do this by providing:

- a clear line of sight between local activity and regional and national priorities;
- the justification for organisations and individuals to make the resource allocation decisions necessary to achieve the desired outcomes;
- a tool to showcase examples of local action and to promote best practice.

Line of Sight

The Regional Forestry Strategy seeks to bridge the gap between nationally defined priorities and locally determined objectives. Regional circumstances dictate which national priorities can best be delivered in our region and this was the basis on which different issues were prioritised within the Strategic Framework.

This regional interpretation of the national agenda is important but so too are the wishes and aspirations of individual owners and local communities. However, where public funds are needed to support local initiatives it is essential that broader regional and national priorities are taken into account and are reflected within management proposals. The Strategic Framework seeks to provide clarity about the relevance of regional and national objectives to the local situation in order to make this process easier for local decision-makers.

Resource Allocation

Enhanced management of the region's trees and woodlands will be largely dependent upon additional resources being allocated to fund the work required. Individuals and organisations who own and manage woodlands need to be able to justify such investment decisions, particularly if the activity required by the Strategy is beyond that which they would normally commit to for their own purposes.

The Strategic Framework provides the regional context for the range of management activity needed, but the Delivery Plan is intended to provide a broader rationale for the allocation of resources.

It does this by:

- developing evidence-based indicators and targets within the Performance Management Framework to provide a stronger justification for what needs to be done;
- defining a Delivery Framework within the Action Plan to provide greater clarity about how local actions can help contribute towards the regional delivery.

Both the Strategic Framework and the Delivery Plan have gone through a comprehensive process of scrutiny and challenge prior to being approved by the Regional Forestry Strategy Steering Group. Both have also been formally endorsed by the key regional agencies.

As such they represent the agreed regional position about what our priorities should be and what we need to do to achieve them. In terms of local delivery, the Strategic Framework and associated Delivery Plan now provide partners with:

- a reasoned justification to invest their own resources;
- a strong mandate to bid for additional resources from both regional and other external funding agencies.

Promotional Tool

The development of a comprehensive Action Plan published on the Regional Forestry Strategy website provides an opportunity for the region to showcase examples of good practice, both to other partners within the region and to a wider audience nationally and internationally.

Many of those engaged in tree and woodland management across the region are already undertaking groundbreaking work and developing innovative solutions to problems. The Regional Forestry Strategy website will be used to promote and publicise these exemplar projects both to ensure the individuals and organisations concerned gain the recognition and support that they deserve and to promote best regional practice to a wider audience.

Forestry and Flooding



FORESTRY COMMISSION, TOM NISBET

Woodland can slow down the flow of water and increase the temporary storage capacity of the floodplain

The Climate Change theme in the Strategic Framework identified three ways in which trees can help the region adapt to a changing climate by reducing flood risk. Creation of floodplain woodlands was identified as the highest priority, with woodland creation in upper catchments and the role of trees in sustainable urban drainage schemes also being considered important.

Floodplain Woodland Research Experiment – in January 2007, Forest Research, the national research agency of the Forestry Commission, was awarded a £224,000 grant by Defra to establish the national floodplain woodland experiment in the Laver-Skell river catchments west of Ripon. The Forestry Commission is working with landowners to identify suitable sites to create floodplain woodlands that can help slow the passage of floodwaters as they move downstream, potentially reducing the overall height of the flood before it reaches vulnerable built-up areas.

[Contact: Forest Research, Tel: 01420 22255]

Floodplain Woodland Opportunity Mapping – following on from this trial planting experiment, plans are being developed by the Forestry Commission and the Environment Agency to undertake an opportunity mapping exercise across the region to identify other key sites where floodplain woodland creation might have a beneficial effect. This will not only use topographic criteria to identify potential sites, but will factor in considerations such as ecological, heritage and recreation value. The resultant opportunity map will provide a tool through which investment in woodland creation might be better targeted

to help reduce flood risk in the future, particularly in catchments at greatest risk of damage to economic assets.

[Contact: Forestry Commission, Tel: 01904 448778]

Action Plan References: See the *Floodplain Woodland Research Experiment* and the *Floodplain Woodland Opportunity Mapping* actions, both under Outcome 7.2.c) within the Climate Change theme.



ENVIRONMENT AGENCY, PETER SMITH

Flooding at Darfield, South Yorkshire, June 2007

Co-ordination and Decision-Making

The Regional Forestry Strategy Steering Group

A Steering Group has managed the development of the Regional Forestry Strategy. Chaired by a Deputy Regional Director from Government Office, it includes representatives from the key regional organisations – the Yorkshire and Humber Assembly, Yorkshire Forward, Natural England and the Forestry Commission.

The Steering Group is the regional partnership body responsible for decision-making in connection with all aspects of the Strategy, including the structure and content of the Delivery Plan. Those decisions have been informed by the views of regional partners and stakeholders either directly, through engagement in the Regional Woodland Forum, or via the Forestry Commission's Regional Advisory Committee.

Regional Approval and Endorsement

The Regional Forestry Strategy sits within an integrated framework of regional policies and strategies, most of which are produced by the key regional agencies represented on the Regional Forestry Strategy Steering Group. The Delivery Plan has been approved by the Steering Group and then formally endorsed by each of those key agencies. This represents a broad level of regional 'ownership' and a strong regional commitment to deliver the priorities identified within the Strategy.

Co-ordinating Implementation

Now that the Strategic Framework and Delivery Plan are in place the role of the Steering Group will change and there will be an increasing emphasis on monitoring and review of progress. The Steering Group will be assisted in these tasks by a number of regional bodies and organisations with specific co-ordinating and supporting roles for different themes or objectives.

Appropriate organisations and bodies already exist in many areas and are identified in Table A on page 13. In others new partnerships may need to be established to ensure effective co-ordination of the delivery of specific actions. The precise 'shape' of these supporting structures will only become clear as and when the detailed Action Plan for that area of the Strategy has been fully developed.

Regional Engagement

In addition, the Steering Group will continue to draw support and advice from the wider community of interested stakeholders from across the region, not just those that have a vested interest in the delivery of particular projects. Engagement will be facilitated through both the Regional Woodland Forum and the Regional Forestry Strategy website.

Partnership Approach

Successful delivery of the Strategy will only be achieved through the adoption of an open and inclusive partnership approach. All those who have an interest in the future of the region's trees and woodlands will be encouraged to take advantage of opportunities to become involved. The structures and processes that have been put in place have been designed to facilitate the involvement of all sectors and the creation of an effective regional delivery partnership.

New Approaches to Forest Management



FORESTRY COMMISSION, ISOBEL CAMERON

The clear fell approach to forest management

The importance of sustainable forest management was highlighted within Theme 3 of the Regional Forestry Strategy. Encouraging a move towards low impact forest management is promoted within the United Kingdom Woodland Assurance Scheme.

Continuous Cover Forestry – at the start of the 20th century woodland cover in this country had fallen so low that the priority was to create new woods and forests on previously cleared land. Because of this, standard forestry practice developed mainly around a plant/clear-fell/replant model of silviculture. Within Europe, woods and forests are more typically managed on a continuous cover basis and harvesting of timber is usually carried out on a selective rather than clear-fell basis.

Now that many of our 'new' forests have matured and become well established there are opportunities to examine different approaches to forest management. The Forestry Commission has set up trials of continuous cover forestry at three locations in England, the one at Wykeham Forest in North Yorkshire being established in 2000. These trials are being used to evaluate the implications of alternative approaches to clear fell and will help inform decisions about the management of our regional woodland and forest resource in the future.

Continuous cover forestry is not a viable approach in all circumstances, particularly where exposure and poor soils can make stands vulnerable to windblow. However, there are potential benefits to low-impact silvicultural systems, particularly in relation to biodiversity and visual amenity. However, it is worth noting that some open habitat species, like Nightjar, prefer large clearings within an

extensively forested landscape so the decision to convert even-aged stands to a mixed-age forest will not always be the best solution.

[Contact: Forestry Commission, Tel: 01751 472771]

Action Plan References: See the **Continuous Cover Forestry** action as a Regional Initiative under Outcome 5.2.a) within the Natural Environment theme, and Outcome 3.1.b) within the Sustainable Forestry theme.



FORESTRY COMMISSION, VINCE CARTER

The Forestry Commission's Regional Advisory Committee discuss the benefits of an alternative approach to clear fell at Wykeham Forest

Monitoring, Managing and Reporting Progress

Performance management is about making sure the right things are being done, at the right time, and delivering the right results. Having identified and prioritised the outcomes in the Strategic Framework the approach to performance management adopted in the Delivery Plan is as follows.

Identifying Appropriate Performance Indicators

These are the measures against which progress towards achieving the desired outcomes will be assessed through to 2020.

The Strategic Framework is very broad in its scope and data is not available at regional level for a significant number of the individual outcomes. For these reasons the approach has been to develop a discrete number of key headline indicators focussed primarily on the Priority 1 Desired Outcomes.

As delivery of the Strategy progresses, additional indicators may be developed for other outcomes, but this will only be done where the data is readily available and recording and reporting will add value to the process. Wherever possible, the indicators chosen will replicate or support those already being used within other national or regional strategies.

Establishing Baselines and Targets

Over time these will be developed for each of the key headline indicators, and will be profiled where possible through to 2020. In each case, an accurate baseline position will need to be established before targets can be set.

The basis for the establishment of targets varies between indicators but four categories have been used in the Performance Management Framework:

- in some instances the regional target will be derived from an appropriate apportionment of an existing **national standard or target** – denoted as ‘**N**’ within the Performance Management Framework;
- where sufficient data exists, an **evidence-based target** will be developed that is appropriate in the regional circumstances – denoted as ‘**E**’ in the Performance Management Framework;
- where there is no relevant national or evidence-based target available, a **relative performance target** may be developed – i.e. improvement relative to the existing baseline, or perhaps to the relative position of Yorkshire and The Humber in comparison to other regions in England or elsewhere – denoted as ‘**R**’ in the Performance Management Framework;
- finally, for a number of the indicators data is not available to allow targets to be set at this stage. In these instances the establishment of **provisional targets** may be appropriate and ‘**P**’ in the Performance Management Framework denotes where this is the case.

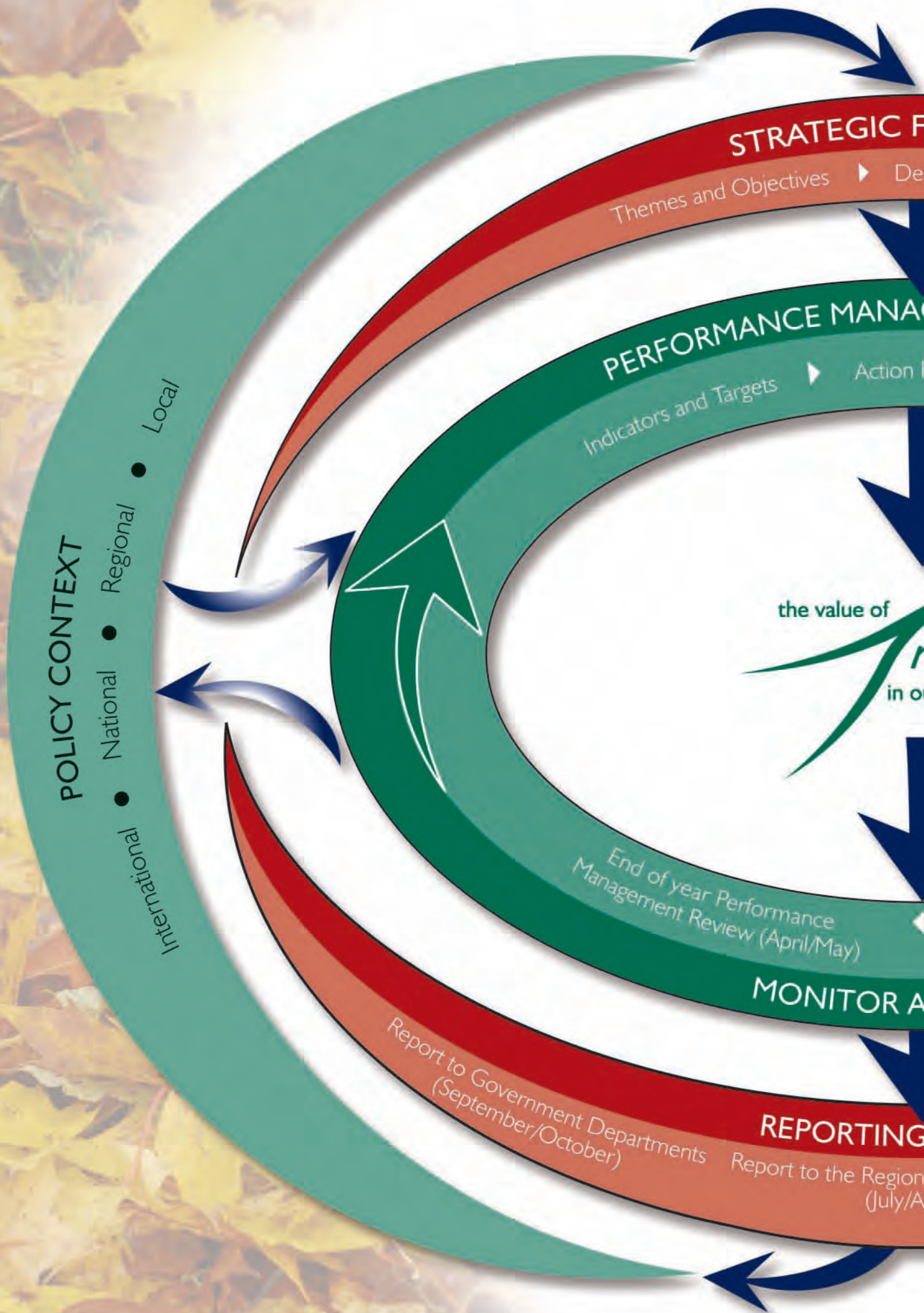
Performance Monitoring

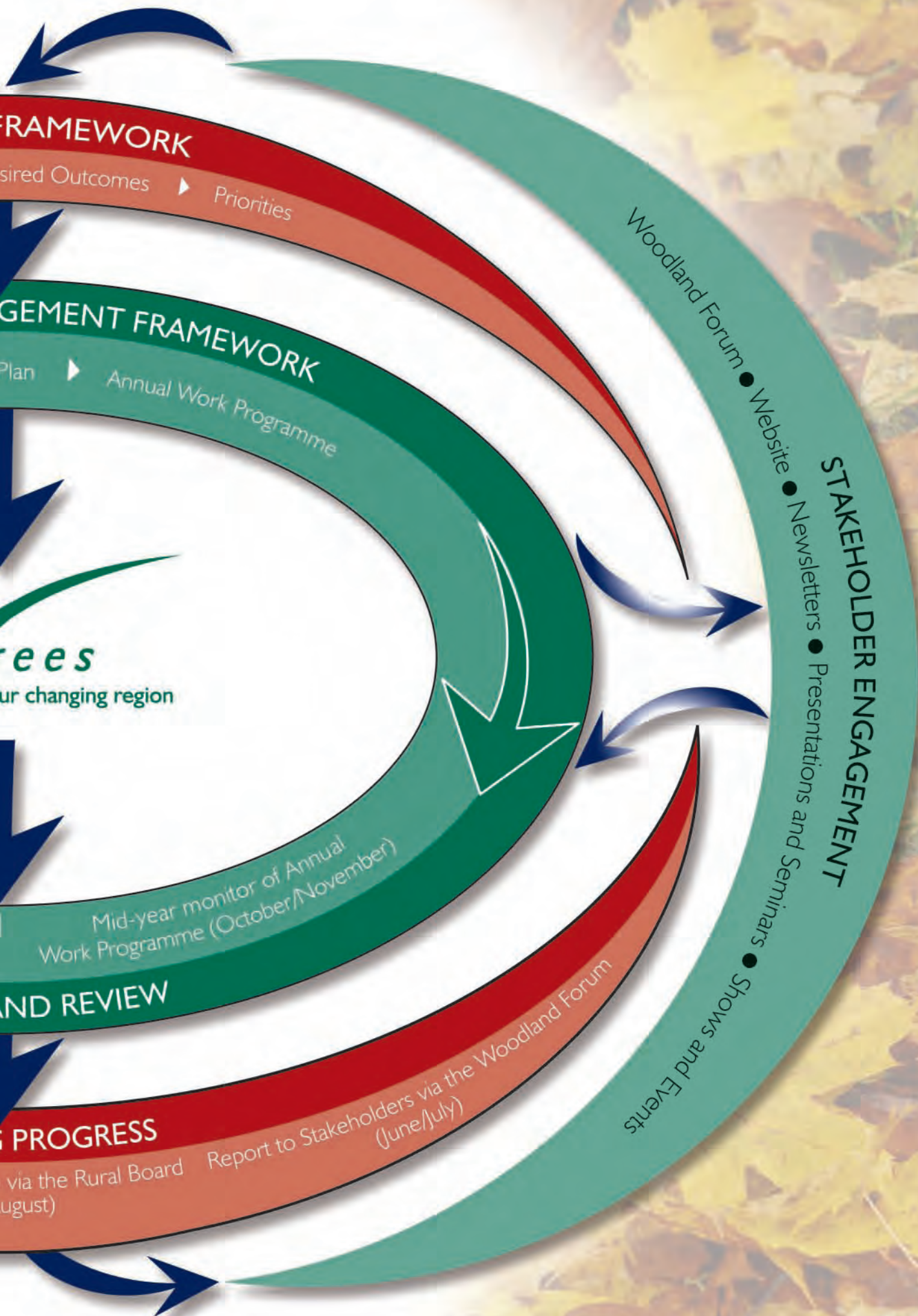
Performance will be monitored from two perspectives:

- performance over time against each of the targets set;
- delivery of individual actions designed to meet those targets.

On a six-monthly basis the Steering Group will formally monitor on-going performance. The mid-year review will focus on progress in implementing the agreed actions, with the end of year review focusing on both the achievement of the annual target for each indicator and the completion or otherwise of the Annual Work Programme. The Steering Group will be supported in this task by a broad range of regional partner organisations as outlined in Table A on page 13.

Because indicators and targets are being developed mainly around the Priority 1 Desired Outcomes, the monitoring of the Annual Work Programme will form a significant component of the overall approach to performance management.





Creating a Setting for Investment



The new Dalby Visitor Centre, an iconic and truly sustainable building

FORESTRY COMMISSION/TONY BARTHOLOMEW

Theme 4 of the Regional Forestry Strategy is dedicated to ensuring trees and woodlands support economic development within the region. The Strategic Framework identifies both tree and woodland planting as a tool to encourage inward investment and the promotion of woodlands for leisure and recreation as important priorities.

Creating a Setting for Investment – this project is being funded through the Interreg IIIb programme, Yorkshire Forward and the Department for Communities and Local Government. Its aim is to promote a deeper understanding of the economic benefits of environmental improvements, and the impact that landscape quality can make on investment location decisions and land values.

Early results suggest that the quality of the landscape and an attractive environmental setting are important factors affecting investors' perceptions, particularly for occupiers and developers. There is less evidence that investors and land valuers take landscape quality into account in their decision-making as they usually focus more on factors like public transport access, proximity to motorways and availability of parking. The project is not due to report its full findings until mid-2008.

[Contact: South Yorkshire Forest Partnership, Tel: 0114 257 1199]

Dalby Forest Recreation Cluster – over the past two years the Forestry Commission, supported by significant funding from Yorkshire Forward, Europe, Ryedale District Council and the North York Moors National Park, has invested over £4.3m in the regeneration of recreational facilities at Dalby Forest.

The new visitor centre is a state of the art sustainable building, with a number of craft workshops and cycle

hire at the new courtyard development. A network of cycle trails now extends to nearly 40 miles and ranges from a 6 mile family trail to a 23 mile challenging single track trail with highly technical mountain biking sections requiring advanced skills. These, together with the recent opening of the 'Go Ape!' facility and traditional way marked trails, have together created a cluster of recreational facilities that are of regional if not national importance.

[Contact: Forestry Commission, Tel: 01751 472771]

Action Plan References: See the **Creating a Setting for Investment Project** under Outcome 4.1.a), and the **Dalby Forest Recreation Cluster** action under Outcome 4.2.a)



New landscape planting in Sheffield

SOUTH YORKSHIRE FOREST PARTNERSHIP TOM WILD

Monitoring, Managing and Reporting Progress

Strategy Feedback

The whole purpose of the Performance Management Framework is to ensure that the Strategy is delivering the improvements and outcomes that the region has committed to. It can only do this if systems are in place that allow future decision-making to be properly informed by past and current performance.

Therefore the end of year monitoring review will also be used as an opportunity to reconsider the continuing relevance of individual targets in light of any new information or changing regional and national policy priorities.

The end of year review will also be used as an opportunity to re-evaluate the Delivery Framework and associated Action Plan. Experience to date may suggest that the existing plans are unlikely to deliver targets over the long-term or there might be a need to do less of a particular activity in the future.

Reporting Progress

The Steering Group has responsibility for the performance management process as illustrated in the diagram on pages 10 and 11. Annual progress will be reported in three ways:

- to regional stakeholders via the Woodland Forum, the website and newsletters;
- to the Yorkshire and Humber Assembly via the Rural Board;
- to the Department of the Environment, Food and Rural Affairs via Government Office Yorkshire and The Humber and the Forestry Commission.

Because the Performance Management Framework will continue to evolve and develop over the life of the Strategy, it will be published as a separate document on the Regional Forestry Strategy website, www.valueoftrees.org.

Table A. Supporting the Regional Forestry Strategy Steering Group

Theme	Objective	Co-ordinating Role	Supporting Role
2. Trees, Woods and People	2.1 Understanding the Resource	Yorkshire Futures	Forestry Commission, Natural England, Rural Observatory
	2.2 Education and Awareness	Forestry Commission	Education for Sustainable Development Forum
	2.3 Community Engagement	Local Authorities and Local Strategic Partnerships	
3. Sustainable Forestry	3.1 Sustainability	Yorkshire and Humber Assembly	Forestry Commission
	3.2 Forest & Wood Products	Yorkshire Forward & Forestry Commission	
	3.3 Support Mechanisms	Yorkshire Forward	Lantra
4. Creating a Setting	4.1 Attractive Environments for Economic & Social Benefit	Yorkshire Forward	English Partnerships and Housing bodies
	4.2 Attractive Environments for Leisure, Recreation & Tourism	Yorkshire Tourist Board	
5. Natural Environment	5.2 Ancient and Native Trees and Woodlands	Yorkshire and Humber Biodiversity Forum	Forestry Commission, Natural England, Environment Agency
	5.3 Regional Biodiversity		
6. Healthy Environments	6.1 Facilitating Healthier Lifestyles	Forestry Commission	Local Authorities, Natural England
	6.2 Creating Healthier Living Environments	Natural England	Green Infrastructure Coalition
7. Climate Change	7.1 Slowing the Rate of Change	Climate Change Executive Group	
	7.2 Coping with Change		
8. Delivering the Strategy	8.1 Partnership Working	Forestry Commission and chairs/project officers from sub-regional woodland partnerships	
	8.2 Regional Co-ordination	Yorkshire and Humber Assembly	All regional agencies and funding bodies

Ancient Trees and Ancient Woods



NORTH YORK MOORS NATIONAL PARK AUTHORITY

An Ancient Oak woodland in the North York Moors National Park

The vital importance of our tree and woodland heritage was confirmed within the Natural Environment theme of the Regional Forestry Strategy. Assessing and restoring the condition of Ancient Woodlands was identified as a high priority, and identifying and conserving individual Ancient Trees was also recognised as being regionally important.

Ancient Woodlands – although the locations of such woodlands over 2ha in extent are identified in the Ancient Woodland Inventory maintained by Natural England, little is known about their current status or condition. These gaps in our knowledge are being addressed in a number of ways. The Woodland Trust's 'Woodland Under Threat' database is being used to record instances where Ancient Woodlands are threatened by development or other pressures. There is a programme of survey and restoration works targeted at the Ancient Woodland resource in the North York Moors and Howardian Hills. In the Nidderdale Area of Outstanding Natural Beauty, condition assessment work has been undertaken by the Yorwoods project and advice to landowners is being guided by the development of a Native Woodlands Opportunity Plan being developed in conjunction with Leeds University, the Forestry Commission and Natural England.

[Contacts: Woodland Trust, Tel: 01476 581111
 North York Moors National Park, Tel: 01439 770 657
 Nidderdale Area of Outstanding Beauty, Tel: 01423 712950]

Ancient Trees – even less is known about the distribution and condition of our Ancient or Veteran Trees. The Woodland Trust is leading on the implementation of their national Ancient Tree Hunt project within the Yorkshire and Humber region. This project aims to map and verify

all Ancient Trees by 2011 and will draw on the knowledge and expertise of partners from across the region. The Woodland Trust also deal with cases where Ancient Trees are under threat.

[Contact: Woodland Trust, Tel: 01476 581111]

Action Plan References: See the *Woodlands under Threat* project, the *Native Woodland Development Project*, and the *Nidderdale Native Woodlands Opportunity Plan* project, all under Outcome 5.1.e). See also the *Ancient Tree Hunt* project under Outcome 5.1.g).



NIDDERDALE AONB

A mighty Ancient Oak tree at Ripley in North Yorkshire

Action Planning

The Action Plan for the Regional Forestry Strategy is under constant development as new opportunities arise and more organisations and individuals identify where they can contribute to the delivery of regional priorities. It is anticipated that this on-going process of development will continue into the future. For this reason it has been decided that the Action Plan will only be published on the Regional Forestry Strategy website.

Developing a Delivery Framework

Over time, the Action Plan will include a Delivery Framework against each Desired Outcome, but some of these are still under development. In effect, these are an agreed set of actions that need to be put in place at the regional level if the Desired Outcome in question is going to be achieved.

The Delivery Framework provides a template against which existing programmes can be assessed. This will help identify any gaps that might exist and will guide the development of future action planning at regional and local level. It will also allow local decision-makers to gain a better understanding about where their activities fit in to the regional picture and where the opportunities exist for them to contribute to the delivery of regional targets.

Describing Individual Actions

The Action Plan is structured in a way that maps individual actions against the Desired Outcomes that they are designed to help deliver. Where an action contributes to more than one Outcome, this is noted in the 'Comments and Wider Benefits' column.

The actions themselves are categorised under three headings:

- **Regional Initiatives** – these are activities that generally have a regional perspective or are likely to impact on other actions across the region;
- **Exemplar Projects** – these are usually sub-regional or local in nature, and are included to illustrate good examples of delivery activity related to regional priorities. Projects appearing under this heading are felt to be worthy of wider publicity and promotion;
- **Future Proposals** – these include proposals for new actions designed to deliver priority outcomes in the future. Inclusion of a project under this heading effectively means that the proposal has been assessed and approved in principle by the Steering Group and is considered an important component for the future delivery of the Strategy. It is anticipated that this part of the Action Plan will develop significantly over the coming years as more organisations begin to understand the opportunities offered by the Regional Forestry Strategy process and the influence it will exert on future funding arrangements.

Each action includes an approximate timetable for implementation, as well as an indication of where the activity will take place and how it will be delivered. The key delivery partners are also identified, including the Lead Partner where that is appropriate.

The Action Plan is only intended to provide an overview of each of the actions listed. For some of the more significant projects a link will be provided within the website to more detailed information.

Annual Work Programme

The Annual Work Programme is derived from the overall Action Plan and will be published around the start of each financial year, both on the website and as a separate hard-copy leaflet.

The primary objective is to provide a detailed breakdown of the actions taking place during the year in question. It will not necessarily include a complete listing of all the actions taking place during the course of the year but will focus on those activities judged to be of particular significance to the on-going development and delivery of the Strategy.

The Annual Work Programme will perform three key functions:

- it will provide the broad Regional Forestry Strategy partnership with an overview of current activity;
- it will be used as a tool to promote the Regional Forestry Strategy to a wider regional and national audience and gain publicity for some of the key actions and initiatives;
- it will be used as a key document against which to assess progress in both the mid-year and end of year performance management review processes.

Whereas the Action Plan provides an overview of intended and proposed activity, the Annual Work Programme together with the end of year review report will provide a more detailed record of the development and delivery of the Regional Forestry Strategy over the course of time.

Building New Community Partnerships



A 'Buggyfit' event at Bentley Community Woodland, South Yorkshire

FORESTRY COMMISSION

Community engagement and partnership working are two key but complimentary objectives within the Regional Forestry Strategy. The importance of developing public support for tree and woodland issues is recognised within Theme 2, and the need to strengthen and extend the principle of working in partnership is advocated within Theme 8.

South Yorkshire Community Rangers – the success of the restoration programme of former colliery sites in South Yorkshire has been based on the fundamental principle that the restored sites must serve the needs of local communities. In order to achieve this Forestry Commission Community Rangers have directly involved local people in the design and development of these new areas of accessible woodlands. The high level of community engagement has helped these woods come alive as local people have supported the development of a variety of programmes and initiatives. Examples include walks programmes at Bentley and Kiveton; the establishment of a 'Green Gym' at Brodsworth; the 'Woodland Wishes' project with schools at Dinnington; and 'Dog Pit Stops' at a number of sites to develop good relations with regular dog walkers.

[Contact: Forestry Commission Community Rangers, Tel: 01302 820278]

Castle Hill Community Woodland – the Hull and East Yorkshire NHS Trust are working in partnership with the East Riding of Yorkshire Council and the HEYwoods Initiative to create a new 6.8 hectare woodland at Cottingham near Hull. This new woodland will be accessible for local people and seeks to create a 'healing environment' for the proposed new £65m Castle Hill Cancer Centre. This new partnership between the health and environment sectors

has developed because it is recognised that trees and woodlands have a strong influence on health and wellbeing.

[Contact: HEYwoods Initiative, Tel: 01482 393726]

Action Plan References: See the *South Yorkshire Community Rangers* action under Outcome 2.3.b) within the *Trees, Woods and People* theme, and the *Castle Hills Community Woodland* action under Outcome 6.1.a) within the *Healthy Environments* theme.



Volunteers hedge laying at Brodsworth Community Woodland, South Yorkshire

FORESTRY COMMISSION

Communicating with Partners

The Strategy highlights the fact that people value trees and woodland. They also value being kept informed and given the opportunity to have their views heard and acted upon when management initiatives are under consideration.

The Regional Forestry Strategy seeks to take advantage of this strong public interest in tree and woodland issues and use it to promote the regional priorities. A key component for achieving this is the establishment of a clear and transparent approach to communication and engagement. People need to understand how they can find out what is happening, how decisions are made, and how they can help and support the delivery process.

Target Audiences

There are a number of different audiences, each with different areas of interest or a different role to play. Engagement and communication mechanisms will reflect these differences. For the purposes of the Regional Forestry Strategy the key sectors are:

Regional Public Sector Organisations – encompassing bodies such as the regional Government Office, Yorkshire and Humber Assembly, Natural England, Forestry Commission, Environment Agency, Yorkshire Forward, English Heritage and others. This sector includes some with significant tree and woodland ownership, and many who also perform regulatory roles in relation to different aspects of tree and woodland management. In addition they are also key funding agencies in many instances, either through disbursement of their own delegated budgets or as distribution agents for European and other external funding streams.

Local Authority Sector – encompassing individual Local Authorities, National Park Authorities, Areas of Outstanding Natural Beauty, plus representative bodies such as Local Government Yorkshire and Humber. This sector can often be a significant owner of trees and woodlands locally, but may also have a regulatory role in relation to areas like planning, highways and environmental health. Local Authorities are also key community leaders both through their own policy-making role and through their championing of Local Strategic Partnerships.

Education and Research Sector – encompassing both the universities and agricultural colleges, many of which run courses or undertake research directly related to the Regional Forestry Strategy agenda. The sector also includes organisations such as the Central Science

Laboratory and Forest Research, both of whom are engaged in research projects that will inform future decision-making about the regional tree and woodland resource.

Funding Bodies – this sector encompasses organisations like the lottery as well as bodies such as those responsible for distributing funds raised through the aggregates levy and landfill tax. Although these and other funding streams have specific criteria against which applications are assessed, direct engagement with these bodies will enable relevant projects to be assessed against the regionally agreed tree and woodland priorities as well.

Private Landowners – encompassing both large forests on private estates to individual trees in private ownership. Approximately two thirds of the region's woods are privately owned, and the proportion for individual trees is probably similar. So, although this is a very large and diverse sector, it is also an important one to engage with effectively. The delivery of many of the Desired Outcomes advocated within the Strategy will require the involvement of private landowners.

Forest Industry Sector – encompassing tree nurseries, wood buyers, suppliers and processors, and forestry consultants and contractors. This is the sector that will be largely responsible for implementing actions on the ground so effective communication and engagement will be crucial.

Landowner Representative Bodies and Trade Associations – includes organisations such as the Country Land and Business Association, the National Farmers' Union, the Royal Forestry Society, the Confederation of Forest Industries, and the England Forest Industries Partnership. This is an important sector and is the main route through which the region needs to encourage both individual owners and the forestry industry to engage in the process of maximising public benefit from the region's tree and woodland resource.

Professional Associations – some individuals and organisations represented within the other sectors outlined here will also be members of relevant professional bodies. The targeting of professional bodies as a specific sector will provide another channel through which information about the Regional Forestry Strategy can be disseminated to tree and forestry professionals. It will also provide an opportunity to engage with related professions and broaden the regional partnership.

Communicating with Partners

Non-Governmental Organisations – this sector encompasses both national voluntary sector bodies that have a strong regional presence, such as the Royal Society for the Protection of Birds, the Woodland Trust, the National Trust, and the British Trust for Conservation Volunteers, and regionally specific voluntary sector organisations such as the Yorkshire Wildlife Trust. Often significant landowners in their own right, many of these organisations are going to be key to successfully harnessing community involvement in delivery of the Strategy.

Local Voluntary and Community Sector – local community groups are numerous and their interests diverse, but they can often be important to the success of individual local tree or woodland projects. Engagement at the local level will be mainly through regional voluntary bodies or organisations such as the local authority, Local Strategic Partnership or sub-regional woodland partnerships.

General Public – the support and involvement of the general public across the region is crucial to the success of the Regional Forestry Strategy. Primarily engagement will be through existing organisations outlined above, but the approach adopted will always be to encourage individuals to get involved at the local level.

Regional and Sub-Regional Fora and Partnerships – a number of sub-regional woodland partnerships are already in place across the region, and there are a number of fora focussing on specific issues or areas of interest that are addressed within the Regional Forestry Strategy. Some of these groups have a key role to play in helping to co-ordinate different areas of the Strategy or performing an advisory role to the Steering Group.

Means of Communication

A number of different mechanisms exist to facilitate direct communication with the different target audiences. These include:

Regional Forestry Strategy Website - this will be the primary means for communicating about the Strategy itself and how delivery is progressing. The Strategy and related documentation will be available online, as will Steering Group papers and other reports. Individuals will be encouraged to register online for receipt of newsletters and updates, and use of the website will be monitored to inform future decision-making.

Regional Forestry Strategy Newsletters – the aim will be to publish newsletters on a quarterly basis and they will be used as a vehicle for keeping people up to date

with current developments and to notify them of forthcoming events and activities. Newsletters will be produced and circulated electronically but hard copies will also be printed off and posted out on request.

Regional Woodland Forum – this is the primary, region-wide forum where the Regional Forestry Strategy partnership meets to discuss related issues. Membership of the Forum is open to all but is targeted primarily at organisations that have a regional perspective about tree and woodland issues, or who are major delivery partners at a sub-region or local level. Meetings are arranged as and when needed but are held at least once a year in order to consider progress made over the previous twelve-month period.

Sector Specific Mailings – where issues arise that involve only a specific sector of the regional forestry partnership, such as applicants for the England Woodland Grant Scheme, specific mailings or newsletters will continue to be issued to provide information on the particular issue in question.

Sector Specific Meetings – similarly, there will be occasions when single topic meetings will need to be held to discuss issues that affect a specific sector of the regional forestry partnership.

Individual Meetings – because the Regional Forestry Strategy encompasses a very broad range of issues there will be occasions when a meeting with an individual organisation is the appropriate vehicle for addressing a particular issue. In general though the overall approach will be to foster partnership working at every opportunity.

Shows and Events – these will be used to showcase the Strategy at the regional level and to promote the role of trees and woodlands in addressing priority issues within the region. Where the event in question has a more local perspective support and materials will be provided to local partners to carry out that promotional role.

Press and Publicity – press releases to local and regional news and current affairs media will be used to promote issues and initiatives arising from the Strategy. Press coverage has the potential to reach a wide audience within the region and will be used as both a general and more specific marketing tool.

The way these different means of communication will be used for the different target audiences is illustrated in Table B on page 19.

The development of the Regional Forestry Strategy has been guided by a Steering Group whose membership consists of:



David Fraser,
Deputy Regional Director – Sustainability and Rural Affairs,
Government Office for Yorkshire and The Humber



David Carter,
Government Team (Northern Area),
Natural England



Martyn Roberts,
Sustainable Development Policy Officer,
Yorkshire and Humber Assembly

Supported by



Debbie Rosen,
Sustainable Development Manager,
Yorkshire Forward



Forestry Commission

Carys Swanwick,
Chair of the Regional Advisory Committee,
Forestry Commission

Crispin Thorn,
Regional Director,
Forestry Commission

Mick Hoban,
Regional Development Manager,
Forestry Commission

Vince Carter,
Regional Forestry Strategy Delivery Manager
Forestry Commission

The process has also been supported by a large number of individuals and organisations from across the region through their involvement in the Regional Woodland Forum.

The Regional Forestry Strategy website is now at <http://www.valueoftrees.org>

Table B. Communications Matrix

Target Audience	Means of Communication							
	Website	General Newsletters	Regional Woodland Forum	Sector Specific Mailings	Sector Specific Meetings	Individual Meetings	Shows and Events	Press and Publicity
Regional Public Sector Organisations	✓	✓	✓			✓		✓
Local Authority Sector	✓	✓	✓			✓		✓
Education and Research Sector	✓	✓				✓		✓
Funding Bodies	✓	✓				✓		✓
Private Landowners	✓	✓		✓	✓		✓	✓
Forest Industry Sector	✓	✓			✓	✓	✓	✓
Landowner Representative Bodies and Trade Associations	✓	✓	✓	✓	✓	✓		✓
Professional Associations	✓	✓	✓		✓	✓		✓
Non-Governmental Organisations	✓	✓	✓			✓		✓
Local Voluntary and Community Sector	✓	✓					✓	✓
General Public	✓	✓					✓	✓
Regional and Sub-Regional Fora & Partnerships	✓	✓	✓			✓		✓



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