

Corporate Plan 2008-2011

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Introduction

Who We Are

Forestry Commission Scotland was created on 1 April 2003 as a result of the Forestry Devolution Review. We serve as the forestry directorate for the Scottish Government and support the Minister for Environment in the development and delivery of forestry policy which meets international commitments on sustainable forest management and which promotes the delivery of economic, environmental and social outcomes.

Forestry Commission Scotland has a National Committee which gives strategic direction to all Forestry Commission Scotland activities and which ensures that the Minister's requirements are met. Forestry Commission Scotland is part of the wider Forestry Commission, a GB cross-border department responsible for forestry matters and which has a board of Commissioners with duties and powers prescribed by statute.

What we Do

Forestry Commission Scotland has three main functions:

- Supporting Ministers and advising on the development and delivery of forestry policy.
- Regulating and supporting, through grant aid, the forestry sector in accordance with the Forestry Acts.
- Managing, through our Agency, Forest Enterprise Scotland, the national forest estate owned by Ministers and placed at the disposal of the Forestry Commissioners.

Our Resources

Forestry Commission Scotland generates income through the activities of Forest Enterprise Scotland and is a net funded body, with the Scottish Government providing the difference between income raised and expenditure incurred. We operate in accordance with full resource accounting principles and receive funds, both in cash and in the form of non-cash charges such as those levied on the capital value tied up in the national forest estate. The 2007 Spending Review allocated resources to Forestry Commission Scotland as below:

2008-2009	2009-2010	2010-2011
£90.3m	£93.7m	£96.4m

A detailed breakdown is shown in the Allocation of Resources section on page 25 .

Aims and Objectives

Scottish Forestry Strategy

Scottish Ministers set out their vision for forestry in Scotland in the Scottish Forestry Strategy, published in 2006. The vision is that by the second half of this century, people are benefiting widely from Scotland's trees, woodlands and forests, actively engaging with and looking after them for the use and enjoyment of generations to come. The forestry resource has become a central part of our culture, economy and environment. The Strategy is seeking to achieve three outcomes from forestry:

- improved health and well-being of people and their communities
- competitive and innovative businesses contributing to the growth of the Scottish economy
- high quality, robust and adaptable environment

and identified seven themes to deliver these:

- Climate Change
- Timber
- Business Development
- Community Development
- Access and Health
- Environmental Quality
- Biodiversity

The link between these themes and the Scottish Government Strategic Objectives are shown in Table 1 below:

Scottish Government Strategic Objectives	Scottish Forestry Strategy Outcomes	Themes						
Wealthier and Fairer	Innovative and Competitive Businesses	Timber				Business development		
Greener	High quality, robust and adaptable environment		Climate change		Environmental quality			Biodiversity
Smarter	Improved health and well-being of people and their communities			Community development				
Healthier						Access & health		
Safer and Stronger								

Operating Environment

Policy Development

The Scottish Forestry Strategy is firmly based on the principles of sustainable forest management and the delivery of an appropriate mix of social, economic and environmental outputs from Scotland's woods and forests. The Strategy will be reviewed during 2011, in consultation with the Scottish Forestry Forum, but in the meantime Forestry Commission Scotland are producing Implementation Plans to define milestones. These plans are reviewed annually and posted on our website.

During 2004 we set up Regional Forestry Forums, composed of appropriate stakeholder groups, to advise on the development and delivery of forestry policy in a regional context. These forums continue to make an important contribution to ensuring that national policies and delivery mechanisms are flexible enough to encompass local and regional distinctiveness and the need for regionally tailored solutions.

Regulatory and Grant-Aiding Functions

New forestry grants are being introduced in 2008 as part of the new Scottish Rural Development Programme (SRDP) for 2007-2013. The rural programme will bring together a number of rural grants, including forestry grants, into an integrated system for rural support called Rural Development Contracts (RDC).

The proposed grants scheme aims to support the following forestry activities:

- Creation of new woodlands
- The management of existing woodlands
- Woodland improvement activities
- Activities which help to improve business performance and competitiveness

There are also two new grant schemes to specifically support social aspects of forestry. Full details of all forestry grants are on www.forestry.gov.uk/scotland

The Timber Transport Fund was introduced in 2005 to support projects which reduce the impact of timber transport operations on public roads and on communities. During the next three years £15 million will be allocated.

Managing the National Forest Estate

The national forest estate, owned by Scottish Ministers, consists of some 660k ha of land and forests spread throughout most of Scotland. Managed by Forest Enterprise Scotland to deliver outputs and outcomes agreed with Forestry Commission Scotland, the estate is a major public asset which plays an important part in the development and delivery of Ministers' policy initiatives. The direct link between policy and delivery provides a valuable test bed, ensures rapid implementation of new policies and directions and facilitates the direct delivery of non-market public goods and services such as access and recreation and nature conservation activities.

Operating Environment

We continue to seek best value from our Agency, Forest Enterprise Scotland, and their net funding will remain at a flat level of £23 million over the three year period. However, the Scottish Government is enthusiastic about continuing to make the national forest estate fit to meet today's priorities and has asked us to invest around £15 million a year to increase the level of new planting to contribute to climate change mitigation, but also to meet the other social, environmental and economic benefits which targeted forestry planting can bring. More details of this and a general statement of how we see the position of the National Forest Estate are shown on our website www.forestry.gov.uk/scotland.

In managing the estate, Forest Enterprise Scotland has to seek to achieve in each situation, the appropriate mix of social, economic and environmental outputs. This entails careful appraisal and planning of constraints and opportunities and effective stakeholder consultation to ensure that the balance of objectives has broad support. A consultation document 'Forest Enterprise Scotland Framework Strategic Plan' was issued in March 2008 which explained how we wished to pursue this. After taking account of stakeholders' views, we will introduce Forest District Strategic Plans to cover the whole forest estate during 2008.

Cross-cutting Developments

As well as the new integrated grant system, there are two further important cross-cutting issues that will have a significant impact on the work of Forestry Commission Scotland and delivery of the Scottish Forestry Strategy:

- A more integrated approach to land use support is being pioneered in the SEARS initiative - Scottish Environmental and Rural Services. The organisations involved, the Animal Health Agency, Cairngorms National Park Authority, the Crofters Commission, Deer Commission for Scotland, Forestry Commission Scotland, Loch Lomond & the Trossachs National Park Authority, Scottish Environment Protection Agency, Scottish Natural Heritage and the Scottish Government Rural Payments and Inspections Directorate are all working together to offer a single environmental and rural delivery service for our shared customers. The service will be introduced in 2008.
- New woodland creation has been at historically low levels, due in part to uncertainties around CAP reform and the Scottish Rural Development Plan. The new Scottish Government has indicated a desire to see rates of woodland creation increase to around 9,000 to 10,000 ha/year to deliver a whole range of economic, social and environmental benefits and towards achieving the Scottish Forestry Strategy aspiration of 25% woodland cover by the second half of the century.

Work Programme

The Scottish Forestry Strategy is the framework for taking forestry forward through the first half of the century and beyond. Using the seven themes identified in the Strategy the following sections set out the specific actions which Forestry Commission Scotland is taking over the next three years to help achieve this longer term vision.

Key Theme 1: Climate Change

Context

- Climate change is one of the most serious threats facing the world today. It also creates great uncertainty and future generations will need flexibility in terms of the type, extent and management of woodlands. We need to facilitate ecological and management adaptation to provide those future options.
- Forestry makes a net contribution to reducing atmospheric CO₂ by carbon uptake in growing biomass, in vegetation and in soils. Managing and enhancing woodland related habitats can increase the amount of carbon taken up and stored in them. A further contribution is made when wood fuel substitutes for fossil fuels, and timber and wood products substitute for more energy intensive materials such as concrete and steel.
- Using wood for fuel (see www.usewoodfuel.co.uk) can provide local energy and employment as well as reducing timber haulage distances. Energy crops (such as short rotation coppice or short rotation forestry) can also provide local opportunities for rural diversification.
- Forest land can have a role in other forms of renewable energy generation such as wind and hydroelectric, subject to environmental and social safeguards.
- Changing our Ways - Scotland's Climate Change Programme recognises the increased contribution that the forestry sector can make (guided by the principles of sustainable development).

Priorities

- Increase awareness of how the forestry sector can help to tackle the threats of climate change.
- Ensure that Scotland's woodlands and the forestry sector meet their full potential in facilitating ecological, economic and social adaptation to climate change.
- Capture opportunities for forestry to help mitigate climate change through the use of wood resources and habitat enhancement.
- Increase the amount of carbon locked up by Scottish forestry.

Key Theme 1 - Climate Change

Key Actions

Awareness

- Establish the infrastructure needed to support delivery of forestry's contribution to the targets set out in the Scottish Climate Change Bill.
- Publish a Climate Change Action Plan (2008-2010) setting out what Forestry Commission Scotland will do to increase the contribution and response of Scottish forestry to the challenges of Climate Change, and monitor progress through the Scottish Forestry Strategy Implementation Plan process.
- Publish a deforestation policy for Scotland and promote it within the National Planning Framework, Scottish planning policy and associated guidance notes.
- Promote national coverage of a new generation of Indicative Forestry Strategies as a basis for forest expansion.
- Through River Basin Management Plans, highlight the role of forests and woodlands in protecting and enhancing Scotland's water resource.

Adaptation

- Engage with the revision of the UK Forestry Standard and relevant Guidelines, ensuring they reflect Scottish conditions and how forestry can increase its contribution to tackling climate change.
- Ensure woodland options form part of catchment-scale, integrated land use flood management studies in Scotland.
- Establish a better understanding of the role of lower impact silvicultural systems in Scotland as a climate adaptation measure.
- Develop a contingency plan for dealing with catastrophic windblow in Scottish forests.
- Through focused research develop the evidence base for forestry and climate change, and incorporate findings into policy development and best practice guidance.

Mitigation

- Ensure that implementation of the Timber Development Programme is linked to the Scottish Government's climate change programme.
- Implement the recommendations of the Woodland Task Force and the forestry-related recommendations of the Biomass Action Plan and Renewable Heat Action Plan.
- Seek to increase the annual rate of new woodland creation in Scotland towards 9,000-10,000 ha.
- Purchase sufficient land to enable an annual programme of 2000ha (net) of appropriate woodland creation on the national forest estate
- Establish a network of energy forestry demonstration sites on the national forest estate.
- Regularise the woodland carbon offsetting sector by: establishing a carbon conservation protocol; facilitating the development of a forest carbon assurance scheme; establishing a robust carbon sequestration monitoring and reporting framework; and a code of practice for woodland carbon offsetting.
- Contribute to the GB Forestry Commission review of the interaction between forestry (and woodland creation in particular) and the tax system.

Work Programme

Key Theme 2: Timber

Context

- Timber is an environmentally friendly, versatile and cost-effective building material. It is renewable and has a very small carbon footprint. Climate change and sustainability issues are likely to make these characteristics increasingly valued in the coming decades.
- Timber is the primary source of direct revenue for many woodland owners and their main motivation for multi-purpose woodland management.
- The standing value of timber has declined significantly over the last 10 years and the overall cost of the supply chain remains high, particularly in the light of recent fuel price rises.
- In the current market climate, some areas of harvesting and replanting have become uneconomic. This represents a threat to forest restructuring and the environmental, employment and downstream economic benefits that go with it.
- Adding value to wood requires a thriving, competitive processing sector. Over the last 15 years, £60 million of private sector inward investment has been achieved each year. Reliable forecasts of timber availability and timber properties, coupled with reliable and consistent supplies of timber, are required if this is to continue.
- The current timber industry in Scotland is based, overwhelmingly, on softwoods, particularly Sitka spruce. This reflects market demand for its excellent properties for a variety of uses from construction, to board manufacture and paper products. Maximising the value of this represents a huge opportunity for Scotland.
- Reducing roundwood timber miles would help to reduce social, environmental and economic costs in the supply chain. Developing the timber transport infrastructure also remains an important priority for forest industries and local communities.
- Forestry can bring much needed economic activity and employment to fragile and remote rural areas, particularly through local, added-value wood processing and marketing.
- People managing woodlands for timber need to have the knowledge and skills to produce what the market requires, at the lowest cost, but without compromising the environmental and social requirements of sustainable forest management.
- The increasing rate of broadleaved woodland creation over the last 10 years, and an increased emphasis on bringing neglected native woodlands into active management, provide new opportunities to develop Scotland's hardwood timber sector.

Priorities

- Maximise the economic potential of Scotland's timber resources.
- Encourage continued investment in timber processing by sustaining a predictable and stable supply of good quality timber.

Key Theme 2 - Timber

- Promote the use of timber as a renewable, versatile raw material.
- Increase the efficiency of the timber supply chain to improve sector competitiveness, and minimise the social and environmental impacts of timber transport.
- Encourage continuing development of the hardwood timber sector in Scotland.

Key Actions

- Lead industry working group to improve accuracy of production forecast.
- Explore and implement ways to improve awareness of carbon benefits from timber use in construction:
- Work closely with other research sponsors to ensure efficient use of scarce resources.
- Commission a study to investigate issues surrounding the shortfall in labour supply in forest operations and haulage.
- Take forwards any recommendations from the review of Strategic Timber Transport Scheme.
- Review the public service contract - TimberLINK as part of our continuous improvement process.
- Take forward recommendations of Growing Quality Broadleaves Working Group.

Work Programme

Key Theme 3: Business Development

Context

- Securing the economic viability of forestry underpins sustainable forest management and the delivery of public benefits from woodlands.
- Forestry can bring much needed economic activity and employment to fragile and remote rural areas.
- Diversifying income sources from provision of forest goods and services increases the robustness of the forestry sector and brings economic benefits to the wider rural economy.
- Woodlands can support wider development and regeneration. They can accommodate and screen building development, provide sites for affordable housing and community facilities, and create locations that attract people to live, work and enjoy themselves.
- Woodlands form an important backdrop to the tourism industry. Increasing the direct economic benefits of tourism to woodland owners supports the sympathetic management of woodlands.
- Recruitment, retention and development of appropriately skilled people are growing challenges in the forestry sector. Workforce skills and motivation drive innovation and quality of delivery. Workforce development enhances business competitiveness and productivity.
- The structure of the sector, with much work done through short-term contracts, contributes to high staff turnover rates and hinders investment in training.

Priorities

- Help to enhance the sustainable economic basis for forestry and develop the economic potential to Scotland and its region.
- Support rural diversification and help sustain fragile rural communities.
- Help add value to the Scottish tourism industry and increase the benefits of it to woodland owners and local communities.
- Provide opportunities for acquiring new skills and experience through forestry and improve the skills base of the forestry sector.

Key Theme 3 - Business development

Key Actions

- In conjunction with our other Scottish Government partners, deliver Rural Development Contracts under the Scottish Rural Development Programme through a unified service.
- Establish a working group to take forward the recommendations of the Woodfuel Task Force report.
- Publish guidance and create the first woodland crofts, using the National Forest Land Scheme as the mechanism.
- Establish through our Conservancies, a national biomass development officer network to support the sustainable expansion of this important area of new business.
- Appoint a tourism officer, who will be responsible for the development of tourism on the national forest estate.
- Continue to invest in key tourism infrastructure through major projects such as the development of a new visitor services centre at Glentress.
- Use our knowledge and experience in this field to assist the transfer of tourism development knowledge to the private sector to support the growing tourism economy.
- Expand the current forestry Modern Apprenticeship Scheme both in terms of the numbers taking part in it, and in the geographical scope of the scheme.
- Support the provision of vocational information and careers advice in the education system.

Key Theme 4: Community Development

Context

- Forestry can contribute to 13 out of the 15 headline quality of life indicators (UK Indicators of Sustainable Development).
- Well-designed, well-managed woodlands can transform degraded surroundings and brownfield sites into community assets by 'greening and screening', improving environmental quality, increasing attractiveness to inward investment, and providing a landscape framework for new development.
- Woodlands and trees, and their local and historic associations, contribute to providing a strong sense of place and cultural identity.
- Just 23% of the population has easily accessible local woodlands, up from 15% in 2004 but still work to be done.¹
- Woodlands and associated environmental improvements can provide a focus for people to take part in the decisions that shape their lives by providing an 'entry point' for building community cohesion and by increasing the capacity of people to become 'active citizens'.
- Woods and associated land can provide opportunities and places for development of community and small business enterprises, and can be a vehicle to develop employability, self-esteem and transferable skills.
- Education and lifelong learning are essential parts of sustainable development. Woodlands are excellent 'outdoor classrooms' to promote environmental awareness and help to develop positive attitudes to learning among people who feel excluded from traditional forms of education.
- People who know more about forestry and its cultural setting are more likely to support it and take better care of Scotland's woodlands and wider environment.

Priorities

- Help to improve the life and well-being of people across Scotland.
- Develop forestry's role in education and lifelong learning.
- Enhance forestry's engagement with communities.
- Support community ownership and management on the national forest estate, where this will bring increased benefits.

¹Woodland Trust Space for People Accessible Woodland Standard: www.woodsforpeople.info

Key Theme 4 - Community development

Key Actions

- Deliver Woods In and Around Towns, our urban woodland initiative.
- Provide grant aid for bringing urban woodland into active management through the Woods In and Around Towns Challenge Fund and community participation in woodland through the Forestry for People Challenge Fund.
- Develop and embed in all our work a framework for evaluation of social forestry initiatives.
- Engage with the land-use planning system to facilitate appropriate woodland creation, reduced woodland loss, and a broader realisation of forestry benefits.
- Further develop the way we support woodland based learning through producing joint District - Conservancy education strategies, evolving education delivery via SEARS and promoting the Forest Education Initiative.
- Communicate our volunteering policy more widely and change resource allocation for volunteering in line with policy, particularly by expanding volunteering opportunities on the National Forest Estate as a mechanism for gaining skills for work or life.
- Use the arts in about or using woodland to help promote national identity, local engagement, and environment awareness through contributing to the arts programmes of others, eg Scotland's Year of Homecoming 2009.
- Further develop our ability to help people use woodland for local community development by publishing a framework for community empowerment at all levels of local involvement.

Key Theme 5: Access and Health

Context

- The physical and mental health of 56% of men and 67% of women in Scotland is at serious risk from inactivity. The greatest public benefit comes from encouraging the least active in society to become more active by participating in moderate physical activity such as walking.
- Children who visit, or use, woodlands while they are young tend to keep using woodlands when they become adults.
- Woodland and street trees can help combat air pollution and climatic extremes in urban environments (see Key theme 6: Environmental quality).
- Woodlands are a naturally therapeutic environment, and have a positive effect on mood by reducing stress and mental fatigue. They are an excellent setting to help people with behavioural and mental health problems.
- Fewer than one in five people in Scotland have local woodlands that are easy to access.
- Inequality and other factors such as disability, distance, low income, or fear of crime are limiting the number of people in Scotland who are able to enjoy woodland activity. Creating new woodland and improving recreational opportunities in existing woodland where people live and work will help change this situation and overcome these forms of social exclusion.
- Improving access will help create new opportunities for countryside sports, education, lifelong learning, employment and income generation. It also has a key role in supporting the tourism sector and rural development.
- Woodlands can provide a sense of wonder and enjoyment for people of all ages. The history and cultural setting of woodlands helps create a link between people and the past, ancient trees and woodlands capture public imagination, and biodiversity and geodiversity help people connect and care about the natural environment.
- Recreational use of woodlands can create new business opportunities and income for woodland owners.
- The forestry sector can help to implement statutory access rights, the Scottish Outdoor Access Code and the Disability Discrimination Act.

Priorities

- Make access to woodlands easier for people .
- Improving access to woodlands where people live and work will help increase physical activity levels and have a positive effect on mental health & wellbeing in Scotland.
- Provide a greater range of ways for people to enjoy woodlands.

Key Theme 5 - Access and health

Key Actions

- Refresh the Woods for Health programme.
- Mainstream Equality Impact Assessment (EQIA).
- Support Core Paths Plans, help with land reform challenges.
- Pilot framework for evaluation on health initiatives.
- Support traffic free transport pilot.
- Disseminate how to encourage access, particularly by young people.
- Apply the framework for access, recreation and tourism.
- Aspects of health are proving resistant to change, and some are worsening, the focus needs to be on tackling health inequalities.

Key Theme 6: Environmental Quality

Context

- Good environmental quality is essential for Scotland's economy, public health and biodiversity. Conserving environmental quality is a fundamental requirement of sustainable forest management.
- Well planned, well managed woodlands can protect and enhance water quality by reducing the potential for watercourse acidification and soil erosion, and by stabilising riverbanks and reducing pollution in run-off. Appropriately managed woodlands can also have a positive role in Nitrate Vulnerable Zones.
- Soils are an important natural resource. They may also contain archaeological structures and artefacts, and evidence of past human activities.
- Good air quality is essential to human health. Trees and woodlands contribute, particularly in urban environments, by trapping harmful dust particles and absorbing gases such as sulphur dioxide and ozone.
- Tourism depends on our world-class scenery, geodiversity and diverse historic environment.
- Degraded and unsightly local environments impact on the quality of people's lives, and reduce inward investment.
- The historic environment is a unique and irreplaceable source of evidence about how people have lived in Scotland over thousands of years. It enables present and future generations to better understand and appreciate their place in history. The historic dimension of the landscape also contributes to its quality, character and meaning.
- Many designed landscapes and formal gardens contain rare, non-native trees and shrubs, many of which are now threatened in their native habitats. This resource can be invaluable to the conservation of biodiversity abroad.

Priorities

- Help to protect Scotland's water, soil and air resource.
- Contribute to Scotland's diverse and attractive landscapes.
- Help to manage Scotland's historic environment and its interpretation and enjoyment.

Key Theme 6 - Environmental quality

Key Actions

Environmental quality - all

- Implement and promote the new suite of Forest Guidelines.
- Develop appropriate guidance for applicants to Rural Development Contracts forest and woodland measures.

Water, soil and air

- Agree with other key stakeholders forestry measures for the River Basin Management Planning process
- Support pilot studies for integrated sustainable flood management.
- Incorporate forestry issues into forthcoming Scottish Flooding Bill and Scottish Soils Strategy.

Landscape

- Implement agreed Scottish Landscape Forum forestry recommendations to Scottish Ministers.
- Achieve an increase in forest area covered by a Forest Plan, and 100% Forest Design Plan coverage of the National Forest Estate.
- Develop and provide materials for training courses to improve the design of urban woodlands.

Historic environment

- Contribute towards the research of Scotland's woodland culture and historic environment legacy.
- Review with other key historic environment stakeholders, the availability of national, regional and local historic environment advice.
- Develop guidance on the sympathetic management of trees and woodlands in designed landscapes, including ancient and heritage trees.

Work Programme

Key Theme 7: Biodiversity

Context

- Scotland's biodiversity is special, hosting 65 out of 159 conservation priority habitats and species listed in the European Habitats Directive.
- International commitments have been made on the conservation of biological diversity. The Nature Conservation (Scotland) Act 2004 introduced a general duty on public bodies to further the conservation of biodiversity and to have regard to the Scottish Biodiversity Strategy, the Convention on Biological Diversity and a list of species and habitats of importance to Scotland (the Scottish Biodiversity List).
- Maintaining or enhancing biodiversity is an integral part of achieving sustainable development.
- Native, and especially ancient, semi-natural woodlands have high biodiversity and historic value. Fragmentation poses a serious threat to their biological richness and to the species that depend on them.
- Native woodlands are negatively impacted by intense deer browsing and sheep grazing, and invasive species such as *Rhododendron ponticum*.
- A number of key species such as red squirrel, capercaillie and black grouse require special help if they are to survive.
- The biodiversity value of some open ground habitats, such as raised bogs and internationally important blanket bogs, has been reduced in the past by poorly planned woodland expansion, encroachment or lack of appropriate management.
- Many woodlands established in the 20th century are composed mainly of non-native tree species, and are, ecologically, still 'young' forests. With age and with restructuring these plantations are becoming increasingly diverse, and significant biodiversity gains will arise as this process continues.
- An integrated approach to supporting land management, such as through Land Management Contracts, can help create appropriate landscape-scale habitat mosaics and networks.
- Biodiversity is as important to people in urban areas as it is to rural communities. With 10-40% of our towns and cities made up of greenspace, there is great potential to use that resource for its health, wealth and education benefits.
- There is a need to better understand the role of genetic conservation in woodlands.

Priorities

- Help to halt the loss of biodiversity, and continue to reverse previous losses, by:
 - targeted action for woodland and woodland related priority species and habitats; and
 - broader actions at a landscape/ecosystem scale.
- Increase awareness and public enjoyment of biodiversity, especially close to where people live or visit.
- improve the knowledge of, and evidence base for, biodiversity and ensure biodiversity considerations are integrated into decision-making.

Key Theme 7 - Biodiversity

Key Actions

Forestry Commission Scotland has developed a Biodiversity Programme setting out the full range of our action for 2008-2011. The following are the main actions we will take to help deliver priority activities in the SFS Biodiversity Theme.

Help halt the loss of biodiversity and reverse previous losses:

- Lead implementation of the Scottish Programme for Protected Woodlands Sites to improve the condition of designated woodland sites.
- Work with Scottish Natural Heritage to prevent or reverse damage caused by woodland to non-woodland designated sites.
- Lead the delivery of targets for Scotland's native woodland habitats.
- Promote or carry out management of ancient woodland sites to maintain and enhance their remnant features.
- Take opportunities to enhance or restore priority open and wood pasture habitats, and publish proposals for the NFE
- Develop and implement programmes of action for six key woodland priority species in Scotland, including an early focus on black grouse and capercaillie lek sites, and defining red squirrel strongholds.
- Work with Scottish Biodiversity Strategy partners to identify how to cater for other priority species within woodland habitats and through wider land use policy.
- Work with Forest Research to implement and refine the HARPPS decision support system.
- Help enhance recording of information on the distribution of species.
- Promote and implement best practice for protected species.
- Work with others to promote opportunities for collaborative deer management under the SRDP.
- Target our deer management effort on the national forest estate to reduce biodiversity impacts from deer.
- Work with Scottish Natural Heritage and Forest Research to develop and test decision support tools to help develop forest habitat network plans.
- Promote woodland expansion and restructuring to strengthen forest habitat networks through forest planning for private and NFE woods.
- Work with stakeholders to embed FHN plans into Indicative Forestry Strategies, planning policy guidance and development plans.
- Develop proposals for increasing the area of native species on the national forest estate.
- Lead development of a large-scale rhododendron control project in Argyll and Bute.

Key Theme 7 - Biodiversity

Increase awareness and enjoyment:

- Review with partner organisations our needs and capacity to help people enjoy the environmental aspects of woodlands and identify priorities for the future.
- Seek opportunities to develop wildlife watching on the NFE.
- Review with partner organisations our provision for ecology and conservation issues within our Woods for Learning programme.

Improve knowledge of biodiversity and integrate into decision-making:

- Help produce and promote new UK Forests and Biodiversity guidelines and train our staff
- Publish advice on the implications of climate change for biodiversity policy and the role of native woodlands in mitigation and adaptation.
- Help develop guidance for applicants to target SRDP measures to achieve the best biodiversity outcomes in woodlands.
- Develop Forest District Biodiversity plans and enhance the assessment and recording of biodiversity features throughout the NFE
- Complete 2/3 of the fieldwork for the Native Woodlands Survey of Scotland by 2011 and publish initial reports.
- Work to ensure that the next NIWT project meets Scotland's needs, and that fieldwork is underway by 2009.
- Develop and report a suite of Scottish indicators for woodland biodiversity.
- Improve information systems for reporting our biodiversity action.

Corporate Plan 2008-2011

Efficiency and Effectiveness

Our aim is to be an efficient, effective and responsive organisation.

Context

Forestry Commission Scotland is committed to ensuring all of our activities are based on:

- customer focus
- working in partnership
- openness and accountability
- continuous improvement

As part of the GB Forestry Commission, we subscribe to a common set of values and staff development policies which are intended to create a safe and satisfying working environment for our staff.

As a net funded body whose income is subject to fluctuation in accordance with market conditions, we have to maintain effective financial monitoring systems and in all our activities we will seek to deliver best value for money and to make an effective contribution to the Scottish Government's Efficient Government Initiative.

Key Actions

To demonstrate best value in the delivery of business objectives:

- Become a more active partner with other rural bodies through the SEARS initiative
- Meet target carbon reductions in our activities as set out in our in-house Greenerways project:
 - Forestry Commission Scotland aim to be in top quartile of Departments/Agencies
 - We will also maximise renewable energy development opportunities
- Produce an efficiency plan to support minimum 2%, 4% and 6% savings over the next 3 years
- Introduce Accounting by Objectives to better provide analysis of how our activities meet Scottish Government and Scottish Forestry Strategy objectives
- Start to see evolution of the national forest estate through refocusing.

To operate to best practice standards of staff management and development:

- Carry out a full Staff Survey and act on any key outcomes
- Secure continued 'Investors in People' status
- Extend our Management Development Programme to all staff
- Review all policies to embed diversity and equality principles and apply these principles in all of our forest operations
- Complete 100k Welcomes/Who We Are training of all staff.

Efficiency and effectiveness

To maintain high standards of customer service, stakeholder engagement and partnership working:

- Meet Citizens Charter timescales for all grant schemes
- Prepare and implement a Gaelic Language Plan
- Complete full stakeholder consultation on all Forest District Strategic Design Plans

Allocation of resources

Allocation by Objective

From April 2008 we have introduced 'Accounting by Objectives' into our financial planning system. This means that we are able to identify which specific objectives or outcome a particular project is satisfying. Our Business Plans show the following expected position.

Outcome	% of net expenditure		
	2008-09	2009-10	2010-11
Improved health and well-being	19%	18%	17%
Competitive and innovative businesses	37%	35%	37%
High quality, robust and adaptable environment	43%	47%	46%

These figures show an overall average and do not reflect the extent to which the balance varies significantly from location to location. Through effective planning and consultation systems we seek to ensure that the appropriate balance is achieved in each situation.

Allocation of resources

Allocation by Activity

The following table shows our planned income and expenditure, by activity, over the Plan period.

Forestry Commission Scotland Planned Income and Expenditure

Function	Activities	2008-2009			2009-2010			2010-2011			
		Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	
Government Forestry Department	Ministerial Support /Policy/Secretariat/Communications	3.4	-	3.4	3.5	-	3.5	3.7	-	3.7	
Forestry Sector Support & Regulation	Grants	27.0	6.0	21.0	27.0	6.0	21.0	27.0	6.0	21.0	
	Partnership Programme	3.4	-	3.4	3.6	-	3.6	3.8	-	3.8	
	Timber Transport Fund	5.0	-	5.0	5.0	-	5.0	5.0	-	5.0	
	Admin - Advice, Grants & Regulation	5.2	-	5.2	5.3	-	5.3	5.4	-	5.4	
		40.6	6.0	34.6	40.9	6.0	34.9	41.2	6.0	35.2	
Ownership of the Public Forest Estate	Cost of Capital	25.0	-	25.0	28.0	-	28.0	30.0	-	30.0	
Management of the Public Forest Estate	Operations										
	- Harvesting & Haulage of Timber	21.9	42.0	-20.1	22.0	42.6	-20.6	22.7	44.0	-21.3	
	- Restocking after Felling	10.5	-	10.5	10.9	-	10.9	11.2	-	11.2	
	- Forest Maintenance & Protection	3.0	-	3.0	3.0	-	3.0	3.0	-	3.0	
	- Forest Roads	4.9	-	4.9	5.0	-	5.0	5.0	-	5.0	
	- Operating (Surplus)/Defecit	40.3	42.0	-1.7	40.9	42.6	-1.7	41.9	44.0	-2.1	
	Forest Planning	4.7	-	4.7	4.6	-	4.6	4.7	-	4.7	
	Roads Construction	4.4	-	4.4	4.2	-	4.2	4.3	-	4.3	
	Recreation/Access (incl.Forest Holidays)	9.3	1.5	7.8	9.3	1.4	7.9	9.2	1.4	7.8	
	Sale of Property Expenses	1.7	-	1.7	1.8	-	1.8	1.8	-	1.8	
	Conservation (incl. deer management/Heritage)	10.7	1.5	9.2	10.8	1.3	9.5	10.5	1.1	9.4	
	Community Involvement	3.5	0.4	3.1	3.4	0.4	3.0	3.4	0.4	3.0	
	Estate Development	4.9	8.9	-4.0	4.8	9.1	-4.3	4.8	8.3	-3.5	
	Capital										
	- New Planting	2.0	-	2.0	1.9	-	1.9	1.9	-	1.9	
	- Land Aquisitions/Disposals	14.0	19.5	-5.5	15.9	19.0	-3.1	15.1	19.0	-3.9	
	- Purchase/Sale of other tangible fixed assets	5.2	1.9	3.3	2.8	1.3	1.5	3.3	1.3	2.0	
		Acrual Adjustments	2.3	-	2.3	2.0	-	2.0	2.1	-	2.1
		Less Non Cash Items	-4.3	-	-4.3	-4.3	-	-4.3	-4.5	-	-4.5
	Net Cash Cost	98.7	75.7	23.0	98.1	75.1	23.0	98.5	75.7	23.0	
Total DEL				90.3			93.7			96.4	

Performance measures

The difficulties inherent in measuring outcomes such as improved health and well-being are significant, but we aim to move progressively away from the use of only input and output measures as techniques for evaluating outcomes become more readily available.

Forest Enterprise Scotland, an executive agency, have specific Key Agency Targets developed from the range of key performance indicators included in their Framework Document. Targets for the next 3 years are shown on the following table.

Key Agency Target					
Aim	Target	Measure	2008-2009	2009-2010	2010-2011
1. Manage the National Forest Estate in accordance with the principles of sustainable forest management	a. Percentage of the national forest estate independently certified as being sustainably managed	%	100	100	100
2. Improve the appearance of the National Forest Estate	b. Area of woodland managed using alternatives to clearfelling	Ha	30,000	30,000	30,000
3. Maximise the value to the Scottish Economy of the estate's timber resource	c. Volume of wood harvested in relation to the sales plan	Km ³ (+/-5%)	3285	3285	3285
4. Focus on forestry for people	d. Area managed within 4 km of settlements of more than 500 people that meet the accessible woodland standard	% or ha (depends on baseline survey)			
5. Make best use of other forest products and estate assets	e. Maximise the opportunity for net income from development activities	£m	6.9	7.0	6.4
6. Maintain an efficient and effective organisation	f. Cash Deficit (+/- 1%)	£m	26.5	24.2	25.0
	g. Total Direct Production Unit Cost (excluding haulage) not to exceed	£/m ³	11.50	11.50	11.80
7. Contribute to Climate Change mitigation through reducing the agencies carbon footprint	h. Annual % reduction in carbon emissions from offices	%	3	3	3
	i. Annual % reduction in carbon emissions from administrative travel	%	5	5	5
	j. Volume of wood supporting renewable energy schemes	km ³	100	350	450

Forestry Commission Scotland serves as the forestry department of the Scottish Government and is responsible to Scottish Ministers

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