



Corporate Plan
2008-2011

Contents

Ministerial Foreword	3
Introduction	4
Delivering the Strategy for England's Trees, Woods and Forests	7
Introduction	8
Aim 1: Protect and Enhance the Resource	8
Aim 2: Climate Change	11
Aim 3: Land and Natural Environment	15
Aim 4: Quality of Life – Communities and Places	19
Aim 5: Working Woodlands	25
Improving how we work – An efficient, effective and sustainable organisation	30
Modernising Our Delivery	31
Customer Service	32
Developing Our People	34
Working with Partners	36
Communicating and Influencing	39
Delivering Sustainably	40
Managing Our Resources	41
Source and Use of Funds	42
Delivering Value for Money	43
Annexes	46
Annex A – Source and Use of Funds	47
Annex B – CSR07 Performance Targets	48
Annex C – Glossary	51

Ministerial Foreword

Trees embody many of our strongest desires for a healthy, attractive and productive environment.

It is vital that we sustain our woodlands and increase their contribution to the environment for both our needs and the needs of future generations.

I therefore welcome this Corporate Plan which sets out clearly how Forestry Commission England will help deliver the Government's public service agreements on: mitigating dangerous climate change; securing a healthy natural environment; and improving quality of life.

I would particularly highlight the Forestry Commission's work on:

- bringing 95% of the SSSIs (for which the Forestry Commission has responsibility) into favourable or recovering condition by December 2010;
- increasing the number and diversity of people using woodlands close to urban areas and their benefits to local communities;
- undertaking a study to consider the future role of the 250,000-hectare public forest estate in the 21st century;
- beginning delivery of our published woodfuel strategy with particular focus on work in the South West, South East and East regions; and
- developing the delivery plan for our Strategy for England's Trees, Woods and Forests.

Joan Ruddock
Parliamentary Under Secretary Of State
(Climate Change, Biodiversity and Waste)

Introduction

Forestry Commission England

Forestry Commission England is part of the Forestry Commission and part of the Defra network. We serve as the forestry department of the Westminster Parliament, advising on and delivering England's woodland and forestry policies.

Our Aims

The aims and objectives of Forestry Commission England flow from the Strategy for England's Trees, Woods and Forests (ETWF) and from the wider objectives of Ministers. Our shared Aims with ETWF are to:

- provide a resource of trees, woods and forests in places where they can contribute most in terms of environmental, economic and social benefits;
- ensure that existing and newly planted trees, woods and forests are resilient to the impacts of climate change, play a role in adapting rural and urban environments to those impacts and contribute to their mitigation;
- protect and enhance the environmental resources of water, soil, air, biodiversity and landscapes;
- increase the contribution that trees, woods and forests make to the quality of life;
- improve the competitiveness of woodland businesses and promote the development of new or improved markets for sustainable woodland products;

and in addition:

- be an effective, efficient, respected, high-profile and sustainable delivery body where equality and diversity are embraced and embedded in all that we do as a service provider and practise as an employer.

Our Roles

To achieve our Aims our principal role is to lead the delivery of ETWF. Our direct delivery concentrates on the woods and forests elements of ETWF. We will continue to deliver practical positive change for people by working as:

- an **exemplary land manager** of the public forest estate;
- a **partner of choice** at national, regional and local levels;
- a **respected source of expertise** (together with Forest Research) on what woodlands have to offer;
- an **excellent service provider** to all our customers;
- a **modern regulator** working with businesses and land managers;
- an **efficient provider of grants** to deliver public benefits; and
- an **active communicator and advocate** to highlight the role of woodlands and forests within sustainable development and to connect stakeholders to ETWF.

Our Organisation

- Our national team is responsible for leading the implementation of ETWF.
- Nine Regions carry out our regulatory and grant support roles and also connect ETWF to the distinctive needs of the regions through the Regional Forestry Framework delivery plans.
- Our agency, Forest Enterprise, is responsible for managing the public forest estate – with an area of more than 250,000 hectares which includes 19% of England's woodlands.
- We present the Forestry Commission and all its functions as one delivery organisation in each Region.
- In addition, we work with Forestry Commission GB and Forest Research, a GB Agency, to support and promote sustainable forest management.

Our Values

- **Teamwork** – We work as teams with colleagues and others to ensure that trees, woods and forests meet the needs of people in each part of England.
- **Professionalism** – We enjoy and take pride in our work, achieving high standards of quality, efficiency and sustainability.
- **Respect** – We treat one another with consideration and trust, recognising each person's contribution irrespective of race, disability, gender, age, sexual orientation or religion/belief.
- **Communication** – We are open, honest and straightforward with colleagues and others, as willing to listen as to tell.
- **Learning** – We are always learning, from outside the FC as well as from within.
- **Creativity** – We are not afraid to try new ways of doing things.

The Corporate Plan

This Corporate Plan describes our current activities in England, the strategic direction of our work up to 2011 and the specific actions we are to do in 2008–09. This Corporate Plan responds to ETWF but is in advance of its Delivery Plan. The next Corporate Plan will take account of the Delivery Plan. The Corporate Plan includes performance targets set by Ministers as part of the Comprehensive Spending Review 2007; these are presented in Annex B.

Anyone with comments on this plan, or suggestions for future plans, is invited to write to:

Joe Watts
Forestry Commission England, Great Eastern House, Tenison Road, Cambridge CB1 2DU
joe.watts@forestry.gsi.gov.uk
01223 314 546

You can obtain this publication on tape, in large print and various other formats (e.g. Braille) by contacting Joe Watts at the above address. In addition, contact the address above for information on language translations, additional copies or to arrange for an officer to telephone you to explain any area(s) of the publication that you would like clarified.

Delivering the Strategy for England's Trees, Woods and Forests

Introduction

The following five sections follow the five Aims of ETWF:

- Aim 1: Protect and Enhance the Resource;
- Aim 2: Climate Change;
- Aim 3: Land and Natural Environment;
- Aim 4: Quality of Life – Communities and Places; and
- Aim 5: Working Woodlands.

In each section we provide some context to the Aim and our approach. From these we have developed Objectives towards which we present our planned actions for 2008–09. Finally we present one or more Measures of Success for the 3-year Comprehensive Spending Review period – providing a tangible example of our progress towards our Aims.

Aim 1: Protect and Enhance the Resource

To provide in England a resource of trees, woods and forests in places where they can contribute most in terms of environmental, economic and social benefits.

This Aim provides an overarching objective for the strategy which encompasses the four following Aims concerning: climate change; land and natural environment; communities and places; and working woodlands. It is only when there is sufficient resource of the right trees, woods and forests in the right places that the benefits of ETWF can be realised.

The principles of sustainable forest management mean that a given intervention or a particular area of the tree resource is likely to contribute to more than one of ETWF's Aims.

Bringing an under-managed woodland into management can:

- provide opportunities for woodland businesses (Aim 5);
- enhance biodiversity (Aim 3);
- help contribute to climate change mitigation and adaptation (Aim 2).

Planting new trees and woodland in and around a town can:

- improve people's quality of life (Aim 4);
- contribute to climate change adaptation (Aim 2);
- manage urban run-off (Aim 3).

For simplicity, our intentions have been allocated to a single Aim; however, there remain many cross-linkages between the Aims. Significant overarching activities have been allocated to this section.

The 1 million hectares of woodland are the largest rural land use after agriculture, although at only 9% cover England is one of Europe's least wooded countries. Over half the area is broadleaved, and over a third is classified as Ancient Woodland. England's trees, woods and forests contribute at a range of scales: from an individual street tree to a network of woodland at the landscape scale. They play a vital role, for biodiversity, as part of people's lives – with 55% of the population having access to a large woodland within 4 km of their homes – and with wood an exemplar of sustainable resource use.

Nineteen per cent of England's woodlands are on the public forest estate managed by the Forestry Commission. We are committed to managing the public forest estate as an exemplar, catalyst and partner for sustainable land management and as one of the most effective government tools for intervention in the natural environment.

Other central and local government bodies are substantial woodland owners, as are non-governmental organisations, but the largest area is owned by private individuals. Our work through grants and regulations, and policy, advocacy and partnerships, seeks to realise the public benefits from these woodlands.

Key Facts

The public forest estate managed by the Forestry Commission has a total area of 259,000 ha including 202,000 ha of wooded habitat and 57,000 ha of non-wooded habitat and includes 64,000 ha of SSSI (of which 91% are in favourable or recovering condition). The estate is sustainably managed and we harvest approximately 1.4 million m³ of timber each year. We are the single largest outdoor recreation provider in England.

Under our Grants and Regulation function we issue about 2,500 felling licences each year and have 33,000 active grant schemes.

Number of staff in Forestry Commission England – 1014 (full-time equivalents – April 2008).

Aim 1 seeks to underpin the other four ETWF Aims by binding them together as a unified whole, identifying priorities and common issues and providing a basis for taking them forward.

National Actions

Actions 2008-09	How	Action Profile
Publish with Natural England the ETWF Delivery Plan and start leading its implementation with stakeholders	Policy, advocacy and Partnerships	Ongoing
Undertake a study of the future role of the public forest estate in order to guide its contributions to ETWF	Public forest estate	In-year*
Deliver the Forestry Commission elements of the Rural Development Programme for England planned for 2008-09	Grants and regulations	Ongoing
Continue to manage the public forest estate to the standard required under UKWAS and maintain the certification of our woodland products under the independent Forest Stewardship Council scheme	Public forest estate	Ongoing

*In-year to be completed 2008-09.

Measuring Success

Target: Maintain the **area of certified woodland** at or above 341,000 ha – as an indicator of wider sustainable forest management.

Aim 2: Climate Change

To ensure that existing and newly planted trees, woods and forests are resilient to the impacts of climate change, play a role in adapting rural and urban environments to those impacts and contribute to their mitigation.

Our work is contributing and responding to recent developments in Government policy, including:

- the Climate Change Bill;
- the forthcoming Renewable Energy Strategy; and
- the EU Water Framework Directive.

Our work programme for 2008–09 will contribute to: forest protection and reducing deforestation; restoring forest cover; using wood for energy; using wood to replace other materials; and planning to adapt to our changing climate. These actions reflect the role that England's woodlands have to play in a future low-carbon society. They sequester carbon in growing biomass and reduce CO² emissions through wood substituting for fossil fuels and energy-intensive materials. They will provide an essential habitat for wildlife in an increasingly hostile environment. England's woodlands will also help us to adapt to the changing climate by, for example, reducing soil erosion and alleviating flooding and providing shade and sustainable drainage in our urban environment. To leave this legacy, we must manage woodlands to be, and to become, more resilient to climate change and other pressures while ensuring that other objectives are not unnecessarily compromised.

Some of these actions involve planning and implementation on the public forest estate while others can only be achieved by working with partners, including the private sector, other government departments, Natural England and the Environment Agency. To facilitate this, we will review our grants and regulations in the context of climate change.

Protect and manage the forests that we already have and reduce deforestation

We will consult on and publish Practice Guidance for the management of ancient and native woodland. The guidance includes specific actions to increase resilience to climate change and will form a separate document. We will work to embed climate change actions in the revised UK Forestry Standard. We will also introduce a requirement to consider climate change in unconditional felling licence applications (i.e. when replanting is not a requirement) and develop a system for evaluating the greenhouse gas consequences of forest management operations and preparing carbon budgets for the public forest estate.

Restoring woodland cover

We will continue to work with Defra and the Rural Climate Change Forum to develop appropriate carbon standards for woodland management and for tree-planting projects that contribute to meeting the UK's international climate change commitments. This will be underpinned by ongoing research to identify the total greenhouse gas abatement associated with woodland creation in land management schemes.

Using wood for energy

We will take the Woodfuel Strategy forward, initially focusing our efforts on areas with the largest unused resource. We will continue to work with Defra and Natural England on the Energy Crops Scheme, including carrying out site appraisals for short rotation coppice. Our continuing support for the Biomass Energy Centre will provide the sector with the information it needs to develop. A particular focus will be on assessing the perceived barriers to management on farm woodland, and developing new approaches to accessing this unused and under-managed resource.

Replacing other materials with wood

We will promote and communicate the carbon benefits of using wood as a sustainable and low-energy material through continuing support for Wood for Good. A new initiative on the public forest estate will clarify the links between the carbon cycle and sustainable woodland management and will highlight exemplar sustainable construction projects.

Planning to adapt to climate change

We will focus on the 'no-regret' options that are available to make woodlands of the future more resilient to climate change. We will continue to develop decision support systems to guide 'climate-proofed' species choice and review options for adaptation on the public forest estate. Climate change adaptation is equally important at the landscape level, with woodland providing a range of environmental services to combat climate change. We will continue to work with the Environment Agency, Natural England and Defra to evaluate these benefits. As a reflection of the wider scope of ETWF we will extend our adaptive actions to the urban environment.

Effective communication is pivotal to realising effective action and the public forest estate represents a real opportunity. As adaptive actions develop on the estate, we will communicate them and provide interpretation to the forestry sector and to the general public. The National Arboreta will be a significant platform for these messages. We will also develop communication media to present the contribution that the woodland sector can make to mitigation and the greenhouse gas substitution benefits of timber and wood products. This communication initiative will be particularly important for realising the Woodfuel Strategy. We will continue to promote these messages to architects, planners and other government departments, contributing to the work of the Forestry Commission Centre for Forests and Climate Change to be established in 2008-09. We will continue to reduce the impact of our corporate activities as part of our contribution to climate change communication and mitigation.

Our actions will address climate change through two objectives, primarily being delivered through Aims 3, 4 and 5 of this Plan:

National Actions

Actions 2008-09	How	Action Profile
Objective 1: Increase the contribution made by the woodland sector towards climate change mitigation		
Develop system for carbon auditing of management activities on the public forest estate	Public forest estate	Ongoing
Publish and promote information on the role of woodland in mitigating greenhouse gas emissions	Research	Ongoing-Increasing
Work with Natural England, the Rural Climate Change Forum and Farming Futures to communicate the greenhouse gas benefits of woodland in rural land management	Policy, advocacy and Partnerships/ Research	Ongoing
Continue to promote wood as a low-energy material through Wood for Good	Policy, advocacy and Partnerships	Ongoing
Develop standards for woodland carbon abatement projects	Policy, advocacy and Partnerships	Ongoing
Continue to investigate opportunities for wind energy on the public forest estate	Public forest estate	Ongoing-Increasing
Continue to implement the Woodfuel Strategy – see Aim 5		

Actions 2008-09	How	Action Profile
Objective 2: Increase the resilience of existing and newly planted trees, woods and forests to the impacts of climate change and increase their role in adapting rural and urban environments to climate change		
Review grants and regulations in the context of climate change	Grants and regulations/ Research	Ongoing
Publish climate change adaptation Practice Guidance to accompany 'Keepers of Time'	Policy, advocacy and Partnerships	In-year*
Prepare guidance for 'climate-change proofing' the choice of tree species	Policy, advocacy and Partnerships	Ongoing
Publish, with the Environment Agency, a review of how woodland can contribute to meeting Water Framework Directive objectives	Policy, advocacy and Partnerships/ Research	In-year*
Develop material to communicate climate change issues for use by and based on the public forest estate – in particular, the National Arboreta	Policy, advocacy and Partnerships/ Public forest estate	In-year*

*In-year to be completed 2008-09.

Regional Actions

Actions 2008-09	How	Action Profile
London Objective 2: Publish, with CIRIA (Construction Industry Research and Information Association), guidance on Trees and Development in Relation to Climate Adaptation	Policy, advocacy and Partnerships	In-year*

*In-year to be completed 2008-09.

Measuring Success

Target: Increase the number of boilers that use **wood for heat generation** (with a total installed capacity of 10 MWth) – as an indicator of the uptake of woodfuel as a renewable source of energy.

Aim 3: Land and Natural Environment

To protect and enhance the environmental resources of water, soil, air, biodiversity and landscapes.

The work to achieve this Aim is structured around three objectives:

- natural resources and ecosystem services;
- biodiversity; and
- landscape and heritage.

Activity in this area is in response to recent developments in government policy, including:

- Defra's Action Plan for embedding an ecosystems approach;
- the new obligation under the NERC Act for public bodies to take account of biodiversity;
- review of the UK Biodiversity Action Plan, including a revised list of priority species;
- commitments under the European Landscape Convention; and
- amendments to the Habitats Regulations (SI 2007 no 1843).

ETWF highlights the need to give more emphasis to several aspects of the environment, and this significantly alters the mix of work under this Aim. First, individual trees, especially veteran trees, are given much greater prominence. Second, there is need to develop policy on the conservation and restoration of open habitats through carefully targeted removal of forest. And third, there is greater recognition of the historic value of woodland, and the features contained within it.

There are various other environmental drivers and opportunities which we will be actively addressing through our Grants and Regulations activities and through our management of the public forest estate, for example:

- working with others, taking a landscape-scale approach to conserving woodland and related habitats;
- addressing the key threats to ancient and native woodland, particularly deer, livestock grazing and lack of thinning and felling; and
- responding to new pests and diseases, such as red band needle blight.

It is crucial that we recognise the areas where action will deliver against both the environmental objectives and the other Aims. These include:

- making woodlands and their wildlife more resilient in the face of climate change, including changes in species composition and establishment of habitat networks;
- increasing opportunities for the public to experience and appreciate the woodland environment, including understanding climate change, seeing wildlife and grasping the long time horizons of woodland; and
- increasing the amount of wood being harvested under sustainable forest management, which will in turn make the woodland habitats more diverse and resilient.

National Actions

Actions 2008-09	How	Action Profile
Objective 1: Natural Resources: Make woodland a significant contributor to protecting our natural resources of water, soil and air, and deliverer of the ecosystem services upon which we depend		
Through pilot projects improve understanding and recognition of the role new and existing woodland can play in tackling diffuse pollution, flood management and river quality	Policy, advocacy and Partnerships/ Research	Ongoing
Develop guidance on the harvesting of woodfuel from native woodland in order to reduce potential site damage from increased woodfuel harvesting	Policy, advocacy and Partnerships	In-year*
Objective 2: Biodiversity: To conserve the biodiversity of trees, woods and forests, and increase opportunities for people to enjoy this wildlife		
Prioritise work to address reasons for unfavourable condition in those SSSIs (on the public forest estate and on other land) not yet meeting the target (currently 87% meet the target [April 2008]), and sustain management in those meeting the target condition	Public forest estate/ Grants and regulation	Ongoing
Publish and promote a Practice Guide for Ancient and Native Woodland and implement via the grant and regulatory systems and operations on the public forest estate	Policy, advocacy and Partnerships	In-year*
Develop and publish a policy on the restoration of open habitats from forestry, and a strategy for such restoration on the public forest estate. Work with Natural England to align and develop other means of promoting and securing such restoration	Policy, advocacy and Partnerships/ Public forest estate/grants and regulations	Ongoing
Identify and introduce priority actions and areas where we can best target effort to conserve populations of declining woodland birds	Policy, advocacy and Partnerships/ Grants and regulation	Ongoing-Increasing
Continue to work with the Deer Initiative to address the problems that high deer populations are causing, with a particular focus on SSSIs	Policy, advocacy and Partnerships	Ongoing

*In-year to be completed 2008-09.

Actions 2008-09	How	Action Profile
Objective 3: Landscape and Heritage: Enhance the role of woodland in landscapes and protect and increase the appreciation of the cultural heritage associated with woodland		
Working with Natural England, develop appropriate ways of implementing the European Landscape Convention	Policy, advocacy and Partnerships	In-year*
Agree and publish with English Heritage a Joint Statement of Intent on 'The sustainable management of the historic environment of trees, woods and forests', which will include actions to enhance the benefits provided to society	Policy, advocacy and Partnerships	In-year*
Refresh the inventory of historic environment assets: Scheduled Ancient Monuments, Listed Buildings and Registered Parks and Gardens for the public forest estate, for the purposes of improving their condition and minimising risks to them	Research	In-year*

*In-year to be completed 2008-09.

Regional Actions

Examples of actions 2008-09	How	Action Profile
Yorkshire & Humber Objective 2: Continue to support the North York Moors Ancient Woodland Partnership supporting PAWS restoration and better understanding of the Ancient Woodland resource	Policy, advocacy and Partnerships/ Public forest estate	Ongoing
East Midlands Objective 2: Support the new Peak Birds Project targeting action on the woodland bird 'hotspot' of the Peak District	Policy, advocacy and Partnerships/ Grants and regulation/ Public forest estate	Ongoing-Increasing
West Midlands Objective 2: Lead the 'Grow with Wyre' partnership to sustainably manage the Wyre Forest and surrounding landscape including biodiversity enhancement, woodland skills training and increased woodland management	Policy, advocacy and Partnerships/ Grants and regulation	Ongoing
South East Objective 2: Continue work with the Butterfly Challenge, using grants to enhance butterfly populations in target areas	Grants and regulation	Ongoing

Measuring Success

Target 1: A net increase of 9,000 ha in the **area of native woodland** and **other semi-natural habitats** restored from forest (for which a target will be set during 2008–09) through:

- **minimising losses** of native woodland;
- **restoring** PAWS to native woodland;
- **converting** other plantations to native species;
- **creating** new woodland of native species; and
- **restoring open habitats** through reduction or removal of plantations, woodland or scrub.

Target 2: Increase the area of all SSSIs where the FC has statutory responsibilities¹ which are in favourable or recovering condition to 95% by December 2010.

Target 3: Reverse the long-term decline in the number of **woodland birds by 2015** as measured annually against underlying trends using the Woodland Birds Index – as a proxy for wider biodiversity.

¹ These include all SSSIs on the public forest estate and woodland SSSIs on other land.

Aim 4: Quality of Life – Communities and Places

To increase the contribution that trees, woods and forests make to the quality of life.

Most of the benefits of social and community forestry play out at a very local level, through the contribution of trees, woods and forests to:

- the quality and functionality of places where people live their daily lives;
- supporting community cohesion (for example: volunteering; shared activities) – leading to strong and sustainable communities; and
- opportunities for personal development (health, education and learning etc.) – resulting in interested, engaged, happy and healthy individuals.

We deliver these benefits through the provision of access, recreation and community engagement on the public forest estate both on existing landholding and on the developing community woodlands closer to urban areas. We support wider woodland access and engagement, generally and particularly in priority areas, directly through the English Woodland Grant Scheme and indirectly through national and sub-national partnerships and research.

Activity in this area is in response to developments in government policy, including:

- Sustainable Communities;
- Strong and Prosperous Communities, the Local Government White Paper; and
- Choosing Health, Choosing Activity and Healthy Weight, Healthy Lives.

Objective 1: To create better places by enhancing the contribution of well-wooded green infrastructure to the character, liveability and sustainability of local areas

The priority is to evolve the role trees and woods play in green infrastructure by working with a range of partners, including the Department for Communities and Local Government (CLG). Key issues revolve around housing growth (Growth Points, eco-towns etc.), the planning system, and the brownfield agenda.

We will continue to develop our evidence base – especially in terms of the delivery of multiple benefits; further developing our role in advocacy and support to the wider growth and development sector; and securing appropriate mechanisms for the long-term sustainable support of green infrastructure.

National Actions

Actions 2008-09	How	Action Profile
Objective 1: To create better places by enhancing the contribution of well-wooded green infrastructure to the character, liveability and sustainability of local areas		
Work with CLG to reflect their objectives within the ETWF Delivery Plan and our work with urban communities and the growth agenda	Policy, advocacy and Partnerships	Ongoing-Increasing
Develop guidance for our regional teams to influence Local Area Agreements including areas of housing growth	Policy, advocacy and Partnerships	Ongoing-Increasing
Continue to develop the Growth Points exemplar project as a basis for FC's wider engagement <ul style="list-style-type: none"> • Burton Growth Point project – West Midlands • Thetford Growth Point project – East of England • PUSH Growth Point project – South East 	Policy, advocacy and Partnerships/ Public forest estate	Ongoing-Increasing
Publish growth and green infrastructure web pages and develop a land regeneration and urban greenspace centre	Policy, advocacy and Partnerships/ Research	Ongoing

Objective 2: To build active, stronger and sustainable communities by realising the full range of benefits that a well-wooded environment can offer to local communities

At the regional level we will seek to develop new ways of working with local governance and delivery structures (Local Strategic Partnerships, Sustainable Community Strategies and Local Area Agreements). By evaluating their experience, identifying and sharing good practice this will help determine what longer-term support might be required to foster and improve future engagement.

We will continue to seek opportunities for people to get involved in creation, management and maintenance of their local woodlands. We will strengthen our work on volunteering – encouraging engagement from target groups – and when appropriate developing their confidence and ability towards the objective of employment.

National Actions

Actions 2008-09	How	Action Profile
Objective 2: To build active, stronger and sustainable communities by realising the full range of benefits that a well-wooded environment can offer to local communities		
Develop a monitoring and evaluation methodology for a site-based programme to collect user and community data to support the development of a performance target	Research	In-year*
Develop strategic partnerships to strengthen our work on volunteering (such as with BTCV and Natural England)	Policy, advocacy and Partnerships/ Public forest estate	Ongoing-Increasing
Join the Corporate Alliance for Reducing Re-offending to support the development and future employment of offenders through building capacity amongst staff and promoting a number of new initiatives	Policy, advocacy and Partnerships/ Public forest estate	In-year*

*In-year to be completed 2008-09.

Objective 3: To encourage healthier, happier and interested individuals through direct engagement with their local woodland

The long-term goal is the re-establishment of a woodland culture, where people understand, appreciate, enjoy and want to be involved in their local woodland. Key issues revolve around children and young people; and education and learning opportunities delivered through local hands-on practical learning activities in woodlands.

We will work towards increasing the number and diversity of visitors to woodland. We will seek to better understand any barriers (physical, cultural, language or intellectual) preventing key target groups benefiting from their local woodlands, by undertaking research into good practice, evaluating demonstration projects and building capacity internally and within the wider woodland sector.

We will continue our work to promote the range of health and well-being opportunities afforded by woodlands through our Active Woods work. In 2008 the focus will be to provide a more inclusive range of events and activities for people with disabilities and celebrate a wider range of cultural events to engage with new audiences.

We will continue to develop the leisure side of our business on the public forest estate, supporting the wider tourism benefits from providing high-quality leisure destinations. This will generate a wider economic return to local areas; assist in the creation of local employment opportunities; and help to raise awareness and understanding for a wide audience about trees, woods and forests.

National Actions

Actions 2008-09	How	Action Profile
Objective 3: To encourage healthier, happier and interested individuals through direct engagement with their local woodland		
Continue to improve the amount and quality of accessible woodland close to where people live within defined priority areas	Grants and regulation/ Policy, advocacy and Partnerships/ Public forest estate	Ongoing
Review the delivery of education and learning services on the public forest estate and publish a national education and learning strategy, including piloting new ways of working to reach a wider target audience	Policy, advocacy and Partnerships/ Public forest estate	Ongoing

Actions 2008-09	How	Action Profile
Support the delivery of practical learning opportunities for children and young people through five woodland education and learning projects delivered through local Forest Education Initiative cluster groups	Policy, advocacy and Partnerships	In-year*
Support the development and delivery of Forest School and the continued development of quality standards for Forest School delivery	Policy, advocacy and Partnerships	Ongoing
Maintain 24 play areas and develop plans for four new or expanded play spaces. Use these projects to demonstrate the benefits of play (social well-being, personal development) in the natural environment	Policy, advocacy and Partnerships/ Public forest estate	Ongoing
Expand the range of participants benefiting from Active Woods events and activities: at least 10 new multi-cultural events on the public forest estate; and at least 30 specialist events for those with disabilities	Policy, advocacy and Partnerships/ Public forest estate	Ongoing
Work with CTC, British Cycling and IMBA to develop new cycling facilities and services at four sites	Public forest estate	Ongoing
Complete a review of our visitor safety work and publish new guidance for staff, partners and other outdoor recreation providers	Policy, advocacy and Partnerships/ Public forest estate	In-year*

*In-year to be completed 2008-09.

Regional Actions

Examples of actions 2008-09	How	Action Profile
Objective 3: To encourage healthier, happier and interested individuals through direct engagement with their local woodland		
North West Objective 1: Continue to implement the Newlands Project (developed with the Northwest Development Agency) reclaiming previously developed land to community woodlands	Policy, advocacy and Partnerships/ Public forest estate	Ongoing
Yorkshire & Humber Objective 1: Conversion of 69 ha of farmland into new community woodland at Upper Woodhead as part of the South Yorkshire Community Forest	Public forest estate	In-year*
London Objective 1: Complete development of the Tree and Woodland Spatial Framework for London (as part of the 'Capital Woodland project')	Policy, advocacy and Partnerships	In-year*
London Objective 1: Launch Ingrebourne Hill as new community woodland contributing to Thames Gateway and Thames Chase Community Forest	Public forest estate	In-year*

*In-year to be completed 2008-09.

Measuring Success

Target 1: Increase the percentage of the population in priority areas with **access to woodland** according to access standards from 62% to 64% (relating to an additional 750,000 people having access) – as an indicator of woodlands' contribution to **Quality of Place**.

Target 2: Develop a methodology, set a target, then measure an increase in:

- visits to and **engagement with local woodland**;
- quality of experience; and
- personal and social benefit

for a series of selected sites, as an indicator of woodlands' contribution to **Quality of Life**.

Aim 5: Working Woodlands

To improve the competitiveness of woodland businesses and promote the development of new or improved markets for sustainable woodland products.

The objectives of the Strategy for England's Trees, Woods and Forests can only be delivered by a healthy woodland and forest sector. We have a role to play, alongside other partners, to ensure that the underpinning function, played by the sector and forest management cycles, is sufficiently robust. The objectives below relate to the types of intervention that are necessary to support a robust sector.

Part of our activity in this area reflects recent developments in government policy, including:

- the forthcoming Renewable Energy Strategy; and
- the Government's 2016 target for zero carbon homes.

We promote the health of the sector, both through our grant mechanisms and through our activities on the public forest estate – last year, as planned, **we brought 1.4 million tonnes of timber to market – promoting investment and growth**. We are entering new partnerships to deliver renewable energy through wind farm development and with Regional Development Agencies in the delivery of the Woodfuel Strategy. In addition, our work encouraging woodland-based recreation and tourism supports the wider rural economy.

Action in this area is designed to facilitate and therefore encourage investment in the sector. Our activities already contribute to this but if we are to make the most of the momentum that the Government's drive to pursue a low-carbon economy provides, we need to do more. Looking forward, this will be a growing area of our work.

Objective 1: To equip the sector with the tools it needs in order to grow and to facilitate that growth

For the sector to develop it needs a flexible and appropriately skilled workforce, information on business trends and new opportunities, and sector cohesion. We have a role to play in supporting these needs.

We will continue to play a key role in supporting skills and training for the sector through demonstrating and promoting best practice. We will facilitate sector cohesion by playing an active role in supporting the England Forest Industries Partnership and will help improve the quality and quantity of information available for use in future investment decisions.

National Actions

Actions 2008-09	How	Action Profile
Objective 1: To equip the sector with the tools it needs in order to grow and to facilitate that growth		
Bring 1.5 million m ³ of timber to market – promoting investment and growth in the industry	Public forest estate	Ongoing
Develop, in partnership with industry, an indicator of business sector confidence – to improve linkages between the public and private sectors and gather better quality information on the sector and its needs	Policy, advocacy and Partnerships	Ongoing-Increasing
Support the England Forest Industries Partnership by contributing to its delivery of an action plan to address key cross-industry growth issues and through the sponsorship of a Partnership officer post	Policy, advocacy and Partnerships/ Public forest estate	Ongoing
Host 11 sandwich-year students as part of our commitment to support young people coming into the sector	Public forest estate	Ongoing

Objective 2: To facilitate confidence in the sector to encourage investment

Through a regular and reliable timber-marketing programme we will continue to make a significant contribution to the confidence of the sector – stimulating longerterm thinking and investment.

We will continue to support newly established partnerships with Regional Development Agencies which will help build and support the market in targeted regions for timber and its products, including woodfuel. Our delivery of this objective is primarily at the regional level and examples of our current activity towards this objective are provided in the Regional Actions at the end of this section.

Objective 3: To improve awareness and knowledge of what the woodland and forestry sector does, what it produces and what that can deliver

The England Woodfuel Strategy published in 2007 sets a framework to bring an additional 2 million tonnes of wood to market, annually, for use in renewable energy generation. In helping to implement that Strategy we will target support to projects that demonstrate the broader benefits that woodfuel can deliver.

As part of a programme of work to establish the opportunities for placing a value on the ecosystems services, we will seek to broaden the knowledge base of our own staff, making us better able to promote the opportunities the sector has to offer.

National Actions

Actions 2008-09	How	Action Profile
Objective 3: To improve awareness and knowledge of what the woodland and forestry sector does, what it produces and what that can deliver		
Use the Woodfuel Challenge Fund to develop a pathfinder approach to delivering the Woodfuel Strategy through the support of regionally-based projects	Policy, advocacy and Partnerships	In-year*
Gather information on the capacity of farm woodlands to reduce the carbon balance on-farm and promote that capacity by supporting a joint project with Natural England to assess the carbon balance of different farm types	Policy, advocacy and Partnerships	Ongoing-Increasing

*In-year to be completed 2008-09.

Objective 4: To ensure that the sector is aligned with and able to respond to the emerging policy and business landscape

We will continue to place an emphasis on sustainability, including the pursuit of a low-carbon economy. Through our support of the Biomass Energy Centre we will provide support to the emerging woodfuel market, providing advice and guidance on issues ranging from the supply chain to regulation.

National Actions

Actions 2008-09	How	Action Profile
Objective 4: To ensure that the sector is aligned with and able to respond to the emerging policy and business landscape		
Develop a framework delivery plan for Woodfuel Strategy to support regional delivery of the Strategy	Policy, advocacy and Partnerships	In-year*
Support the Biomass Energy Centre to deliver a one-stop-shop for advice and guidance on woodfuel and other biomass fuels and conversion technologies	Policy, advocacy and Partnerships/ Research	Ongoing

*In-year to be completed 2008-09.

Regional Actions

Examples of actions 2008-09	How	Action Profile
Objective 1: To equip the sector with the tools it needs in order to grow and to facilitate that growth		
West Midlands Objective 1: Support the Forest of Mercia Apprenticeship Project in equipping young people with skills and experience for future woodland work	Policy, advocacy and Partnerships	Ongoing
South East Objective 2: In partnership with the Southeast England Development Agency, support a woodland economic development officer to facilitate growth of the sector	Policy, advocacy and Partnerships	Ongoing-Increasing
South West Objective 2: Facilitate the development of the woodfuel sector by joint-funding of a post dedicated to biomass development in the region	Policy, advocacy and Partnerships	Ongoing-Increasing
East of England Objective 2: In partnership with the East of England Development Agency, develop a project to facilitate the woodfuel supply chain	Policy, advocacy and Partnerships	Ongoing-Increasing
North West Objective 2: Refurbish Grizedale Forest Centre to support the wider woodland economy	Public forest estate	In-year*
North East Objective 2: Realise the Rural Development Programme for England's opportunities to explore and promote forest-based tourism developments to support the wider woodland economy	Grants and regulation/ Public forest estate	Ongoing-Increasing

*In-year to be completed 2008-09.

Measuring Success

Target: Develop and implement a regular **business confidence survey** from which will be set future targets for improvement – to improve the quality and quantity of sector information.

Improving how we work – an efficient, effective and sustainable organisation

Modernising our delivery

Customer Service

We serve a broad range of customers. Our indirect customers are the wider public who value the biodiversity, landscape, climate change and recreation benefits of woodlands. Our direct customers include applicants for grants and regulations, visitors to the public forest estate and our timber customers. We aspire to ever-improving customer service through listening and talking to our customers and trying to address and balance their needs.

Customer Service – Grants and Regulations

Our Grants and Regulations function operates under a customer service charter that states the delivery performance standards that can be expected by applicants. We constantly seek opportunities to improve and streamline delivery to applicants and agreement holders, for example through our Applicants Focus Group. Proposals for felling licences and applications for new planting are presented on-line for public consultation.

Actions

Actions 2008-09	Action Profile
Objective: We provide an excellent service to our Grants and Regulations customers	
Introduce a streamlined claim form for Farm Woodland legacy grants that supports a simple and effective service to agreement holders for their annual claims	In-year*
Publish and consolidate guidance for dealing with European protected species under the amended Habitats Regulations on the Grants and Regulations section of our website	In-year*

*In-year to be completed 2008-09.

Measuring Success

Target: Provide excellent service to the customers of our **Grants and Regulations** to be measured by achieving 85% of **transactions within standard times**.

Customer Service – The Public Forest Estate

We are the largest provider of open access and outdoor recreation in the country with around 100 million visits a year to over 1000 woodlands on the public forest estate. We manage 20 major recreation sites with visitor centres, cafés, walks, cycle tracks and a growing range of other outdoor activities.

Customer engagement is core to our work on the estate and includes formal consultation on Forest Design Plans, liaison with timber customers, community involvement through friends groups and volunteers, and surveys of visitors to our recreation centres. We seek the views of our customers and provide feedback. This is to improve our service and attract more and a greater diversity of people to benefit from the woodlands and forests we manage.

Actions

Actions 2008-09	Action Profile
Objective: Visitors to the public forest estate receive a high level of service	
Complete reviews of retail and catering with the objective of improving customer service and customer diversity	In-year*
Continue the visitor-monitoring programme at a sample of recreation sites to guide customer service improvement	Ongoing
Develop a programme to better understand the individual needs of our customers in order to tailor our service more closely to those needs	Ongoing-Increasing

*In-year to be completed 2008-09.

Measuring Success

Target: Achieve a recommendation standard of at least 75% at **all** of the visitor centres surveyed – demonstrating our **customers readily recommend our sites to their friends** – as an indicator of excellent customer service.

Developing Our People

People Strategy

The goal of the Forestry Commission's People Strategy is that we have the right people in the right place at the right time to meet our business demands. The role of the future Human Resources Team has been revisited in light of the Strategy so that we have the capacity to deliver HR services more strategically in line with our changing business needs.

Our Priorities

The HR Team will aim to achieve the high-level aspirations of the People Strategy over the next couple of years. Initial work to underpin this in England will include the production of a Workforce Plan and helping embed revised policies and procedures on recruitment, disciplinary and grievance arrangements. The roll-out of a Management Development Programme aimed at our middle managers and strengthening the development of our senior management teams are also key to achieving further development for our staff.

We will give the Diversity agenda top priority with a commitment to embrace and embed this into all our organisation's activities. We started a comprehensive roll-out of Diversity training in March 2008.

Actions

Actions 2008-09	Action Profile
Objective: To ensure that we have the right people in the right place and at the right time to meet our business demands	
Produce a Workforce Plan for 2008–2011	In-year*
Roll-out of Diversity training during 2008-09 to 2010-11 for all staff – target to train 30% of staff within 2008-09	Ongoing-Increasing
Introduce a Management Development Programme	Ongoing-Increasing

*In-year to be completed 2008-09.

Measuring Success

Target 1: Deliver **Diversity training** to all staff – as an indicator of our objective to embed diversity across the organisation.

Target 2: Continue our good record by maintaining **working days absence per staff year** at or below 6.2 – in recognition of the strong connection between sickness absence, promoting the health and well-being of staff and delivering an engaged and motivated workforce.

Working with Partners

Strategic Partners

Our work in delivering ETWF cannot be achieved alone. Most delivery is ultimately local and often relies upon local partnerships. However, to set the framework for that local delivery we need to work with strategic partners at the regional (the subject of the next section) and national levels.

Our partnerships with other government departments will be important. Our work with Defra and Communities and Local Government in particular will see us contributing across a wide range of Departmental Outcomes. Partnerships with government agencies such as Natural England, the Environment Agency, National Park Authorities and the Rural Payments Agency will also be critical in delivering an integrated approach to ETWF. We equally value our strategic partnerships with non-governmental organisations such as the ConFor, EFIP (England Forest Industries Partnership), Groundwork, RSPB, Wildlife Trusts and Woodland Trust. On the public forest estate much of our delivery is with private-sector partners.

We will be taking steps to develop strategic delivery partnerships with as many RDAs as possible.

Actions

Actions 2008-09	Action Profile
Objective: To be the partner of choice at national, regional and local levels	
Implement new Memorandum of Understanding with Defra including developing the ETWF delivery relationship	Ongoing
Implement new Memorandum of Understanding with Natural England and Environment Agency with specific areas of joint working	Ongoing

Regional Working

Activity in this area is in response to developments in government policy, including:

- the English Regions White Paper;
- the Rural Strategy; and
- the Review of Sub-National Economic Development and Regeneration.

These policies and the Rural Development Programme for England provide the wider mandate and context for our regional engagement. It is vital that ETWF maintains a strong synergy with regional and local policies. Regional Forestry Framework (RFF) delivery partnerships will continue to provide leadership – working within the framework provided by the national strategy. We will continue to work with regional partners to help them develop RFFs, as well as ensuring that the contribution of woodlands and forestry is a key part of each Region's implementation of the Rural Development Programme for England.

We are further developing our strategic regional approach. Our new regional strategic plans for ETWF will describe a high-level picture of our delivery mechanisms and how these combine at regional level to contribute to ETWF and RFF priorities. We will: communicate these plans to those regional bodies preparing for new single integrated regional strategies in future; describe our key delivery partnerships; and make clear the relationship with each RFF. Our Regional Advisory Committees, whose expertise reflects distinctive regional priorities, will advise on our regional delivery plans and the interface with RFFs.

Our Regional Directors co-ordinate our business on key regional issues, and our Forest Management Directors ensure that the public forest estate delivery is responsive to regional and local priorities. With our Defra network partners we will ensure that environmental priorities are addressed in regional and sub-regional plans as part of embedding an ecosystems approach.

Actions

Actions 2008-09	How	Action Profile
Objective: To facilitate regional and local understanding of how we will take forward ETWF delivery and develop its relationship to regional development and other strategies		
Begin to establish initial FC regional strategic plans and associated communications that reflect each Region's ETWF delivery contribution 2009–2011	Public forest estate/ Policy, advocacy and Partnerships/ Grants and regulation	Ongoing- Increasing
Provide specialist forestry and woodlands advice to RDAs in support of Regional Implementation Plans for Axis 1 and 3 and Leader funding priorities	Policy, advocacy and Partnerships	Ongoing- Increasing
Work with Government Offices, Environment Agency and Natural England to ensure that environmental priorities are addressed in regional and sub-regional strategies/plans and their delivery, including base-lining environmental pressures in each region	Policy, advocacy and Partnerships	Ongoing

*In-year to be completed 2008-09.

Communicating and Influencing

Good communications and public relations are essential for the effective delivery of our business objectives. We work with a very diverse range of stakeholders who have their own communications needs – whether they are forest visitors and users, customers, partners or opinion formers. Our approach aims to ensure that we engage with them in an open and transparent manner using the most effective channels.

Our national communications priorities reflect the business priorities set by the Corporate Plan and for 2008-09 will include:

- promoting the benefits of well-managed woodlands and forests for people and the environment;
- increasing understanding among key audiences that woodlands and forests are relevant to climate change, and promote them as part of the solution;
- continuing to promote the role of woodlands and the Commission’s delivery expertise in supporting the regeneration of former industrial land and disadvantaged communities and the Government’s sustainable growth policies; and
- continuing to promote the public forest estate and recreational infrastructure managed by the Commission as a major resource for public enjoyment, exercise and healthy living.

Actions

Actions 2008-09	Action Profile
Objective: To ensure that stakeholders know us better, value what we do and realise that our work is an investment in their lives today and in the future	
Continue to strengthen the presentation of our corporate brand as part of the Commission-wide ‘Who We Are’ programme. This will in 2008–09 include reviewing key elements of our corporate identity to ensure consistency	Ongoing
Restructure our website to ensure that regionally focused information is more extensive and more accessible	Ongoing
Develop and introduce a new system for monitoring the delivery and effectiveness of our core messages and key communications activities.	Ongoing-Increasing

*In-year to be completed 2008-09.

Delivering Sustainably

Greenerways is the Forestry Commission's programme to reduce the impact of our work on the environment, reduce our carbon footprint and promote sustainability in the way that we work.

We have set ourselves a target of achieving Environmental Management System (EMS) **ISO14001** accreditation. 2008-09 will be the first year where we have set ourselves hard targets on energy consumption and carbon reduction in transport use. We have decided to meet or better the targets the Government is setting for itself.

In England we have embraced this initiative and all our cost centres will adopt targets.

We will continue to monitor our purchase of timber to ensure it comes from legal and sustainable sources.

Actions

Actions 2008-09	Action Profile
Objective: FC to secure EMS ISO14001 accreditation	
Energy – achieve a 3% reduction in energy usage in buildings (excluding woodfuel or renewable energy schemes) against our recorded energy levels from 2007–08	Ongoing-Increasing
Travel & Transport – achieve a 5% reduction in carbon emissions from administrative travel. The savings will be made against the travel data from 2007–08	Ongoing-Increasing
Waste – establish a baseline figure for 2008-09 for our waste arising from all of our activities except forest management, and a 2008–09 baseline figure for the volume of that waste which is recycled	Ongoing-Increasing
Complete Phase I and II of the EMS (BS8555) identified milestones in the process of securing accreditation	In-year*

*In-year to be completed 2008-09.

Measuring Success

Target: Attain **Environmental Management System** accreditation ISO14001 – or similar (subject to business requirements) – as an indicator of our movement towards **greater corporate sustainability**.

Managing our resources

Source and Use of Funds

Source of Funds

Our activities are funded from income from the public forest estate, external resources levered in through partnerships and from Defra. Defra funding for the Forestry Commission was decided as part of the Government's 2007 Comprehensive Spending Review. Annex A shows the planned sources of income and expenditure for 2008-09. Timber income, which is closely linked to the strength of the round timber market, is an important part of our income. After years of decline the price of timber has continued to recover.

Use of Funds

We use our resources to implement the Government's Strategy for England's Trees, Woods and Forests (ETWF). During 2008-09 we will implement a major revision to our accounting system – allowing us to budget and report our expenditure against the objectives in ETWF. Our intention is to show our Source and Use of Funds against ETWF objectives in the tables in the Corporate Plan next year.

In addition to the funds in Annex A a further £20.4m is expected to be distributed on behalf of Defra by the FC as part of the woodland-related components of the Rural Development Programme for England.

Actions

Actions 2008-09	Action Profile
Objective: To manage the funds placed at our disposal responsibly and transparently according to Government standards	
Complete the implementation of Accounting By Objectives, our new accounts management programme, and provide indicative breakdown of income and expenditure for 2008-09 and budgets for 2009-10	Ongoing-Increasing
Report accounts within the new single vote arrangements within Defra and restate the accounts according to International Accounting Standards	In-year*

*In-year to be completed 2008-09.

Delivering Value for Money

We continue to look for efficiencies in the way that we run and manage the organisation, while looking for increased sources of revenue – consistent with sustainable management and being responsive to customer demands.

On behalf of the Forestry Commission, Forest Enterprise manages the public forest estate and all the associated trading activities. We do this by using the money made from our timber and leisure businesses to support our contributions to economic development, social progress and the natural environment.

Over 70% of our forest operations (including timber harvesting and replanting) is carried out by private companies. The work that they do helps maintain the forest structure in favourable condition to deliver wider public benefits as well as generating revenue. We need to maintain this competent and professional forestry business resource as well as our in-house capability to continue to deliver attractive and valuable woodlands.

We will continue to develop the recreation side of our business in which the private sector plays a significant role and which supports wider economic benefits. We will continue our programme of improvements to our high-quality visitor destinations – our Forest Centres – using external funding and developing strong commercial partnerships. Our long-term business objective is to reduce the net cost to the public purse of managing the estate.

Our Grants and Regulations functions have streamlined processes and increasingly use technology to deliver cost-effectively.

We will continue to deliver further efficiencies as part of the 2007 CSR settlement through:

- shared corporate services delivering better support functions;
- reduced property and support costs through sharing and amalgamation;
- improved systems to increase output in grants delivery for similar costs;
- better procurement;
- streamlined delivery functions on the estate;
- increased use of e-business to deliver grants; and
- increased net recreation revenue on the estate.

Actions

Actions 2008-09	Action Profile
Objective: Forestry Commission continues to be a cost-effective organisation	
Employ a Procurement Officer to improve procurement terms and contract management, to reduce costs of contracts and/or increase value	Ongoing-Increasing
Objective: To manage the public forest estate within an agreed net funding target	
Continue the programme of asset sale and reinvestment in order to increase public benefits from the estate. In 2008-09 we expect to realise £6.4m of assets for reinvestment	Ongoing
Achieve timber volume target of 1.5 million m ³ and associated income of around £25m	Ongoing
Objective: To maximise the return from our commercial activities on the public forest estate to support the cost-effective delivery of social and environmental benefits	
Generate new income or improve the returns from current sources in several areas including 3 new Go Ape! courses, Green Burials, our outdoor, England-wide concert programme and the opening of improved visitor centres in the Lake District and the Forest of Dean	Ongoing-Increasing
Complete the reviews on the car parking charging and implement charging for car parking more widely across the estate	In-year*
Continue to investigate opportunities for wind energy on the public forest estate as a potential new income stream	Ongoing-Increasing
Support the Forest Holidays joint venture company to develop facilities on the public forest estate by: introducing cabins at existing campsites at Spiers in the North York Moors and at Woodlands in the Forest of Dean; introducing a new cabin site; and upgrading campsite provision in the New Forest	Ongoing

Actions 2008-09	Action Profile
Objective: To deliver our Grants and Regulation functions cost-effectively	
Continue to embed the new Farm Woodland grant work – providing ongoing savings to the Defra network including roll-out of the administration of legacy schemes to regional offices	In-year*
Expand electronic payment capability to include all grants	In-year*

*In-year to be completed 2008-09.

Measuring Success

Target 1: Develop a system, measure and a target, then increase the proportion of **grants and regulation transactions carried out on-line** – as an indicator of efficiency.

Target 2: **Manage the public forest estate within an agreed net cost per hectare** – as an indicator of efficiency. The target for 2008-09 is **£77.61** per hectare and will be re-set for subsequent financial years.

Annexes

Annex A – Source and Use of Funds

£m	2006–07 Outturn	2007–08 Budget	2008–09 Budget	2009–10 Indicative*	2010–11 Indicative*
Source of funds					
Parliamentary funding					
– revenue funding	53.7	70.5	54.6	53.3	53.3
– capital funding	0.5	0.0	0.0	0.0	0.0
Total Parliamentary funding	54.2	70.5	54.6	53.3	53.3
EU Co-financing of Woodland Grants	4.2	10.5	0.0	0.0	0.0
Forestry Commission receipts	2.0	0.7	2.5	2.5	2.5
Public Forest Estate Income:					
Sustainable Forest Management	29.4	27.6	32.6	32.6	32.6
Priority Habitats and Heritage	1.8	2.5	2.3	2.3	2.3
Major Recreation Destinations	15.7	7.7	7.4	7.4	7.4
Other Recreation & Dedicated Public Access	10.2	8.4	11.2	11.2	11.2
Urban Community Woodlands	2.4	4.7	4.4	4.4	4.4
Public Forest Estate Total Income	59.5	50.9	57.9	57.9	57.9
Total Income	119.9	132.6	115.0	113.7	113.7
Use of funds					
Forestry Commission England					
Grants and partnerships	18.5	30.5	9.4	8.0	8.0
Policy, regulation & administration	13.4	14.2	14.9	15.0	15.0
FC England Total	31.9	44.7	24.3	23.0	23.0
Public Forest Estate Expenditure:					
Sustainable Forest Management	30.8	30.5	32.2	32.2	32.2
Priority Habitats and Heritage	6.4	6.1	7.0	7.0	7.0
Major Recreation Destinations	15.4	11.3	7.2	7.2	7.2
Other Recreation & Dedicated Public Access	16.0	14.0	18.2	18.2	18.2
Urban Community Woodlands	2.4	5.8	5.9	5.9	5.9
Public Forest Estate Total Expenditure	71.0	67.7	70.5	70.5	70.5
Notional Cost of Capital	17.0	20.2	20.2	20.2	20.2
Total Expenditure	119.9	132.6	115.0	113.7	113.7

In addition to the funds above, a further £20.4m in 2008-09 (£22.6m in 2009-10 and 2010-11) is expected to be distributed on behalf of Defra by the Forestry Commission as part of the woodland-related components of the Rural Development Programme for England.

Note: Budget – Draft subject to further review and Ministerial approval.

* Figures for 2009-10 and 2010-11 are indicative only, pending confirmation of our Spending Review settlement for these years.

Annex B – CSR07 Performance Targets

The table below sets out our new suite of targets for 2008–11 covering our Delivery and Improving How We Work. The targets have been developed to:

- demonstrate our contribution to higher-level government targets such as Public Service Agreements (with formal input to the delivery of PSAs 27 and 28):
 - PSA 21 Build more cohesive, empowered and active communities;
 - PSA 27 Lead the global effort to avoid dangerous climate change;
 - PSA 28 Secure a healthy natural environment for today and the future;
- challenge and stimulate performance;
- present what we do; and
- provide a framework to report and be scrutinised on our achievements.

N.B the targets are provisional pending confirmation of Spending Review settlements for 2009-10 and 2010-11

Delivering the Strategy for England's Trees, Woods and Forests

<p>Aim 1 Protect & Enhance the Resource</p>	<p>Target: Maintain the area of certified woodland at or above 341,000 ha – as an indicator of wider sustainable forest management.</p>
<p>Aim 2 Climate Change</p>	<p>Target: Increase the number of boilers that use wood for heat generation (with a total installed capacity of 10 MWth) – as an indicator of the uptake of woodfuel as a renewable source of energy.</p>
<p>Aim 3 Land and Natural Environment</p>	<p>Target 1: A net increase of 9,000 ha (provisional) in the area of native woodland and other semi-natural habitats restored from forest (for which a target will be set during 2008–09) through:</p> <ul style="list-style-type: none"> • minimising losses of native woodland; • restoring PAWS to native woodland; • converting other plantations to native species; • creating new woodland of native species; and • restoring open habitats through reduction or removal of plantations, woodland or scrub. <p>Target 2: Increase the area of all SSSIs where FC has statutory responsibilities² which are in favourable or recovering condition to 95% by December 2010.</p> <p>Target 3: Reverse the long-term decline in the number of woodland birds by 2015 as measured annually against underlying trends using the Woodland Birds Index – as a proxy for wider biodiversity.</p>

² These include all SSSIs on the public forest estate and woodland SSSIs on other land



<p>Aim 4 Quality of Life – Communities and Places</p>	<p>Target 1: Increase the percentage of the population in priority areas with access to woodland according to access standards from 62% to 64% (relating to an additional 750,000 people having access)– as an indicator of woodlands' contribution to Quality of Place.</p>
<p>Aim 5 Working Woodlands</p>	<p>Target 2: Develop a methodology, set a target, then measure an increase in:</p> <ul style="list-style-type: none">• visits to and engagement with local woodland;• quality of experience; and• personal and social benefit <p>for a series of selected sites, as an indicator of woodlands' contribution to Quality of Life.</p> <p>Target: Develop and implement a regular business confidence survey from which will be set future targets for improvement – to improve the quality and quantity of sector information.</p>

Improving How We Work

Customer Service	<p>Target: 1 Provide excellent service to the customers of our Grants and Regulations to be measured by achieving 85% of transactions within standard times.</p>
	<p>Target 2: Achieve a recommendation standard of at least 75% at all of the visitor centres surveyed – demonstrating our customers readily recommend our sites to their friends – as an indicator of excellent customer service.</p>
Developing our People	<p>Target 1: Deliver Diversity training to all staff – as an indicator of our objective to embed diversity across the organisation.</p>
	<p>Target 2: Continue our good record by maintaining working days absence per staff year at or below 6.2 – in recognition of the strong connection between sickness absence, promoting the health and well-being of staff and delivering an engaged and motivated workforce.</p>
Delivering Sustainability	<p>Target: Attain Environmental Management System accreditation ISO14001 – or similar (subject to business requirements) – as an indicator of our movement towards greater corporate sustainability.</p>
Delivering Value for Money	<p>Target 1: Develop a system, measure and a target, then increase the proportion of grants and regulation transactions carried out on-line – as an indicator of efficiency.</p>
	<p>Target 2: Manage the public forest estate within an agreed net cost per hectare – as an indicator of efficiency. The target for 2008-09 is £77.61 per hectare and will be re-set for subsequent financial years.</p>

Annex C – Glossary

BTCV	British Trust for Conservation Volunteers
CLG	Department for Communities and Local Government
ConFor	Confederation of Forest Industries
CTC	Cyclists' Touring Club
ETWF	Strategy for England's Trees, Woods and Forests http://www.defra.gov.uk/wildlife-countryside/rddteam/pdf/0706forestry-strategy.pdf
IMBA	International Mountain Biking Association
MWth	Megawatt thermal (overall power of a boiler use for including heat generation)
NERC Act	Natural Environment and Rural Communities Act 2006
PAWs	Plantations on Ancient Woodland Sites
RDA	Regional Development Agency
SSSI	Site of Special Scientific Interest
UKWAS	UK Woodland Assurance Standard

