



Corporate Plan 2010-2011

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Ministerial Foreword

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

In England woodland occupies around 8% of the land area. It is vital that we sustain our woodlands and increase their contributions to the environment and the economy as a cost effective means of carbon abatement and as a source of renewable energy.

I therefore welcome this Corporate Plan which sets out clearly how Forestry Commission England will help to deliver a number of the Government's public service agreements whilst also adapting to a new and challenging operating environment.

On climate change it is putting in place a Woodland Carbon Task Force to develop innovative new market-based models to drive forward a major expansion in woodland creation and the production of renewable woodfuel. On securing a healthy natural environment it will be implementing policy to restore open habitats from woodland. On quality of life, I am very pleased to see its commitment to the role of trees in urban greenspace, and engaging and expanding the range of citizens in the development and use of our woodlands through work with minority groups, the Third Sector and volunteers.

Finally, I would commend Forestry Commission England for its preparedness to refresh the role of the public forest estate and explore innovative new market opportunities which will help ensure it remains an exemplar of sustainable land management.

Huw Irranca-Davies

Parliamentary Under Secretary
Of State
(Marine and Natural Environment)

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 our agency, 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 Forestry Commission 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 and the specific actions we are to do in 2010–11. In 2008 we published, with Natural England, the Delivery Plan for the Government's Strategy for England's Trees, Woods and Forests. This Corporate Plan focuses on those actions from the Delivery Plan where the Forestry Commission will be leading and initiating delivery up to 2013. The Corporate Plan includes performance targets set by Ministers as part of the Comprehensive Spending Review 2007; these are presented in Annex B.

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

Introduction

The five sections below follow the five Aims of the ETWF Delivery Plan:

- Aim 1: A Sustainable Resource;
- Aim 2: Climate Change;
- Aim 3: Natural Environment;
- Aim 4: Quality of Life; and
- Aim 5: Business and Markets.

In each section we provide some context to the Aim and our approach. Under each Aim we present our planned actions, structured around the Objectives set for each Aim in the Delivery Plan. Finally we present one or more Measures of Success for the three-year Comprehensive Spending Review period.

Key Facts

The public forest estate managed by the Forestry Commission has a total area of 258,000 ha including 202,000 ha of wooded habitat and 56,000 ha of non-wooded habitat and includes over 67,000 ha of SSSI (of which 98% are in favourable or recovering condition as at September 2009). The estate is sustainably managed and we harvest approximately 1.4 million m³ of timber each year, as the largest single supplier in England. 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 approximately 20,000 active grant schemes.

Number of staff in Forestry Commission England – approximately 1,100 (full-time equivalents).

Aim 1: A Sustainable 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 now and for future generations.

This aim provides an overarching objective for the ETWF Delivery Plan which encompasses the four other Aims: climate change, natural environment, quality of life, and business and markets.

The resource of trees, woods and forests is sustainable when its social, economic and environmental roles are respected, providing for our needs and those of future generations. When facing the challenges of economic uncertainty and climate change, this is best achieved when beneficial ecological processes and economic activity coincide in woodland management.

It is only when there is sufficient resource of the right trees, woods and forests in the right places that all the Aims of ETWF can be fully realised. England's woodland cover is increasing but it is still only 9% of the land surface (compared to 37% of the European Union [EU 27]). The new drive for woodland creation in England, announced in the Government's UK Low Carbon Transition Plan, will provide the impetus needed to further increase this resource so that it provides benefits in the long-term across all Aims.

Results from the new National Forest Inventory will enable a baseline to be set for the state of England's woodlands.

A number of pests and diseases of trees have become more prominent in England and these are a potential threat to the sustainability of the woodland resource. Examples include red band needle blight of Corsican pine, *Phytophthora* species and oak processionary moth. We are at the heart of a multi-agency, GB-wide effort to address such threats and, together with our research agency, Forest Research, are currently developing a biosecurity strategy which will focus on how we should best respond to the increasing number of new and emerging threats to tree health. The strategy will provide a better understanding of the risks and resources required to combat these threats.

At the heart of Aim 1 is a series of actions to evolve our key delivery mechanisms to ensure they are fit for purpose and well matched to delivery of ETWF.

Objectives

- Objective 1: Sustainable resource: to provide and protect a sustainable resource of trees, woods and forests in places where they can contribute most to society.**
- Objective 2: Policies, strategies and programmes: to embed trees, woods and forests into wider policies, strategies and programmes.**
- Objective 3: Better understanding and engagement: to achieve better engagement with owners, managers and local communities.**
- Objective 4: Sustainable management and economic viability: to manage more woodland sustainably and improve its economic viability.**
- Objective 5: Tree planting and woodland creation: to plant trees and create new woodland in priority places.**

Actions

Actions 2010–11	How
Work with Natural England to promote delivery of ETWF, including delivery through a three-year joint post.	Policy, advocacy and partnerships
Publish, communicate and start to implement the results of the study of the long-term sustainable role for the public forest estate and the public forest estate element of the Operational Efficiency Programme.	Public forest estate*
Deliver the FC elements of the Rural Development Plan for England (RDPE) for 2010-11 including the English Woodland Grant Scheme and evaluate its contribution to ETWF as part of Defra's review of RDPE.	Grants and regulations
Undertake a survey of woodland owners to better understand their motivations and the obstacles they face in managing their woodlands.	Policy, advocacy and partnerships*
Communicate and implement the revised UK Forestry Standard (UKFS) and Guidelines.	Policy, advocacy and partnerships/ Grants and regulations*
Maintain the independent certification of our woodland and its forest products by managing the public forest estate to the UK Woodland Assurance Standard (UKWAS).	Public forest estate
Work with the Food and Environment Research Agency (Fera) to respond to the changing dynamics of <i>Phytophthora ramorum</i> .	Policy, advocacy, and partnerships/ Grants and regulations/ Public Forest Estate
Publish a framework for woodland creation and develop funding mechanism(s) to support the new drive for woodland creation in England in the UK Low Carbon Transition Plan.	Policy, advocacy and partnerships*

* In-year – to be completed in 2010/11.

Measuring Success for 2008-11

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 mitigation¹.

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

- the Climate Change Act;
- the Low Carbon Transition Plan;
- the UK Renewable Energy Strategy; and
- the Adapting to Climate Change Programme.

Our work programme will contribute to: forest protection; restoring forest cover; using wood for energy; using wood to replace other materials; and adapting to our changing climate. These actions reflect the role that England's woodlands have to play in a future low-carbon society through sequestering carbon in growing biomass and reducing CO₂ emissions by wood replacing fossil fuels and energy-intensive materials. The important role of woodland creation in helping to meet Government's challenging greenhouse gas emissions reduction targets was highlighted in the UK Low Carbon Transition Plan and the Read Report².

England's woodlands will also help us to adapt to the changing climate by, for example, reducing soil erosion, alleviating flooding and providing shade and sustainable drainage in our towns and cities. Ensuring that new woodlands are located so as to deliver these services will help to leave this legacy, but we must also adapt our existing woodlands so that they are more resilient to climate change.

The Climate Change Act 2008 set a new direction for delivery, providing a clear framework for action on both adaptation and mitigation. We will work closely with Defra and the Department of Energy and Change (DECC) to contribute to adaptation and mitigation objectives through their respective Climate Change Plans. Some of the actions outlined in these plans 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. The Government's work on climate change involves commitments at an international and UK level and much of the Forestry Commission's work, particularly research, is at a GB level and covered in the Forestry Commission GB Corporate Plan.

¹ The precise wording of Aim 2 differs from that given in the ETWF Delivery Plan to better reflect the balance between climate change adaptation and mitigation actions outlined in this Plan.

² Read Report (2009), Combating Climate Change: A Role for UK Woodlands.

Renewable Energy

Our efforts will continue to focus on regions with the largest unutilised resource. We will continue to work with DECC and Natural England on the Energy Crops Scheme and, working with DECC, will finalise the establishment of the trial network to assess the commercial viability and environmental impact of short rotation forestry grown as a source of renewable energy. Our continuing support for the Biomass Energy Centre will provide the sector with the information it needs to develop.

The public forest estate also has the potential to generate up to 500MW from unexploited wind power reserves. We will continue to explore with DECC and partners how best to exploit this resource as an exemplar for the Government in leading on the production of renewable energy, taking account of all aspects of sustainable development.

Planning to adapt to climate change

Climate change adaptation will be a consideration of all policy development and management processes. A risk assessment for the impacts of climate change on trees and woodlands in England will be prepared, together with an action plan to address those risks. We will continue to guide 'climate-proofed' species choice and integrate their use in the climate change action plan for 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, and embed them with the spatial framework for helping to guide the location of the enhanced woodland creation programme that we plan to facilitate (see Aim 1).

As a reflection of the wider scope of ETWF we will extend our adaptive actions to apply to the urban environment as part of 'green infrastructure' through partnership working (for example, through the street tree planting programme in London) and through the promotion and dissemination of the lessons we learn more widely.

Effective communication is pivotal to realising effective action and the public forest estate represents a real opportunity. We will use our estate to demonstrate adaptation to the forestry sector, building on the Climate Change Action Plan, and our visitor centres will provide information about climate change to the general public. 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. Measures to reduce the impact of our corporate activities through the Business Sustainability Programme will continue (see section on *Improving How We Work*) and we will consider how we can further contribute to the emissions reductions across the Government estate.

Objectives

Objective 1: Increasing resilience of trees and woodland.

Objective 2: Adapting the rural landscape.

Objective 3: Adapting the urban environment.

Objective 4: Mitigating climate change.

Objective 5: Communicating climate change.

Actions

Actions 2010–11	How
Establish a Woodland Carbon Task Force to develop new business models and pilot projects to realise the role of woodlands in the Low Carbon Transition Plan and the Renewable Energy Strategy.	Policy, advocacy and partnerships
Establish a tree-based focus for urban adaptation working with the Homes and Communities Agency, CLG, local government and the Local Government Association.	Grants and Regulations/ Policy, advocacy and partnerships*
Work with Defra and Natural England on developing new quantitative indicators of adaptation for trees and woodlands in both urban and rural landscapes.	Policy, advocacy and partnerships
Work with Defra and DECC to establish a reporting framework for domestic forest carbon reduction projects.	Policy, advocacy and partnerships*
Work with Defra, DECC and a broad range of stakeholders to help attract private finance for woodland creation to address the climate change agenda.	Policy, advocacy and partnerships
Prepare a Risk Assessment for the impacts of climate change on England's trees and forests and an adaptation plan to address those risks.	Policy, advocacy and partnerships
Begin to implement opportunities for wind energy on the public forest estate, in liaison with DECC.	Public forest estate
Publish and start to implement the climate change action plan for the public forest estate.	Public forest estate/ Research
Use the public forest estate, and encourage private sector woodlands, to communicate to visitors how woodland and management can combat climate change.	Public forest estate

* In-year – to be completed 2010/11.

Regional Actions

Examples of action 2010–11	How
Yorkshire and The Humber: Support delivery of the Defra pilot project, "Slowing the Flow" at Pickering, in order to improve the evidence base on the role of trees and woodlands in flood alleviation.	Grants and regulations/ Public forest estate
North West: Continue to support the Lancashire County Council/Global Renewable Waste Private Finance Initiative in this, the first year of its 25 year operation, to achieve the planting of 100,000 trees per annum.	Policy, advocacy and partnerships

Measuring Success for 2008-11

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: Natural Environment

To protect and enhance the environmental resources of water, soil, air, biodiversity and landscapes (both woodland and non-woodland) and the cultural and amenity values of trees and woodland.

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

- ecosystem services;
- ancient and native woodland and veteran trees;
- wider habitats;
- rare and declining species; and
- landscape and cultural heritage.

Activity in this area is in response to recent developments in Government policy and delivery initiatives, including:

- securing a healthy natural environment;
- the Government's Biodiversity Strategy for England, 'Growing with the grain';
- commitments under the European Landscape Convention; and
- Heritage at Risk assessment by English Heritage.

There are several broad themes that underpin our Grants and Regulations activities and our management of the public forest estate, for example:

- 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 management of non-native species;
- restoring ancient woodland and open habitats where irreplaceable 'natural capital' can most effectively be secured; and
- responding to pests and diseases, such as red band needle blight and *Phytophthora*.

There are several areas where action will deliver against both the environmental objectives and the other Aims of ETWF. These include:

- making woodlands and their wildlife more resilient in the face of climate change, including changing species composition and enhancing habitat networks;
- increasing opportunities for the public to experience and appreciate woodland wildlife and heritage; and

- increasing the area of woodland under sustainable and active management, which will help make the woodland habitats more diverse and resilient.

We will continue to support Government policy to secure a healthy natural environment for now and the future. We will continue to develop our approach to citizen engagement, regional delivery and value for money in our approach to delivery. Direct contributions will be made to reversing the decline in populations of wildbirds, improving SSSI condition and delivering the action plans for priority habitats and species. Our performance targets are structured to reflect the 'woodland element' of each of these.

Our contribution to the SSSI target covers all woodland SSSIs on the public forest estate, which comprises open habitats, conifer forest and broadleaved woodland. We have already exceeded the target for SSSIs on the public forest estate, with 98% in favourable or recovering condition. We will continue to work with other owners and managers to improve on the current position of around 92% of all woodland SSSIs in target condition.

Woodland birds will be given increasing prominence in our work, as a headline indicator of the quality of woodland habitat, but it will be supported by other species indicators such as woodland bats and butterflies and targeted work to conserve other rare species.

Objectives

- Objective 1: Ecosystem Services:** to increase knowledge and recognition of the contribution of new and existing woodland to the provision of ecosystem services.
- Objective 2: Ancient and native woodland, and veteran trees:** to conserve ancient woods and veteran trees and increase the area of native woodland habitat. Ensure they are resilient to climate change and provide opportunities for people to enjoy woodland wildlife.
- Objective 3: Wider habitats:** to conserve and enhance the biodiversity associated with non-native trees, woods and forests, and non-woodland habitats and species.
- Objective 4: Rare and declining species:** to conserve rare or threatened species and intervene in appropriate ways to manage the threats to their conservation.
- Objective 5: Landscape and cultural heritage:** to enhance the contribution of trees woods and forests to wider landscapes and ensure their historic and cultural values are being protected and appreciated.

Actions

Actions 2010–11	How
Identify priority catchments where the contribution of woodland creation towards implementing the Water Framework Directive can be piloted and tested.	Policy, advocacy and partnerships

Promote the benefits for woodland birds and other wildlife of harvesting woodfuel alongside promoting the Practice Guide for Ancient and Native Woodland.	Policy, advocacy and partnerships/ Grants and regulation
Develop an action plan for woodland birds on the estate.	Public forest estate*
In the light of the PFE Study, and experience since the publication of 'Keepers of Time', review the management of ancient woodland on the public forest estate.	Public forest estate*
Implement the policy on the restoration of open habitats from woodland, including developing a strategy for the public forest estate.	Policy, advocacy and partnerships/ Grants and regulations
Identify priority areas where incentives and advice can be targeted in order to conserve priority species and woodland birds.	Policy, advocacy and partnerships/ Grants and regulations/ Public forest estate

* In-year – to be completed 2010/11.

Regional Actions

Examples of action 2010–11	How
East Midlands: Increase support for the Woodland Birds Project, specifically targeting the Peak District, Derbyshire, Nottinghamshire, the National Forest, Leighfield and Rockingham, Lincolnshire Limewoods and AONB.	Policy, advocacy and partnerships/ Grants and regulations/ Public forest estate
South East: Work with targeted local authorities and Natural England to re-survey ancient woodland distribution, including woodlands under 2 hectares, to improve the evidence base.	Policy, advocacy and partnerships
North East: Work with key red squirrel conservation partners to agree and implement the revised Red Squirrel Conservation Strategy across northern England.	Policy, advocacy and partnerships/ Grants and regulations/ Public forest estate
North West: Develop an integrated renewable energy (woodfuel) project in South Lakeland designed to help secure the future of woodland birds and butterflies in native woods across the project area.	Policy, advocacy and partnerships

Measuring Success for 2008-11

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 2009–10) 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 FC has statutory responsibilities³ 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.

³ These include all SSSIs on the public forest estate and woodland SSSIs on other land.

Aim 4: Quality of Life

To increase the contribution that trees, woods and forests make to the quality of life for those living in, and working in or visiting, England.

Most of the benefits of social and community forestry play out at local level, within a rapidly evolving regional and local delivery landscape. This Aim focuses on the contribution of trees, woods and forests to:

- the quality and sustainability of the places where people live and work;
- increasing opportunities for personal development, health and wellbeing; and
- building stronger communities through shared environmental action.

Our work will deliver against a range of social and economic policies across Government, including sustainable communities, planning and housing growth, health and wellbeing, education and active citizenship.

We will deliver these benefits through the provision of access, recreation, community engagement and green space projects:

- on the public forest estate, both on existing sites and new community woodlands;
- by supporting other land owners and managers, including through EWGS; and
- through a range of partnership projects with local authorities, NGOs and community groups.

We will continue to conduct research and evaluation work to better understand and improve the delivery of the social benefits of trees, woods and forests.

Attractive and inspiring places

We will continue to work with Defra and CLG and partnerships with existing organisations, such as Cabe Space, the Homes Communities Agency and Groundwork, to evolve and embed the role of trees, woods and forests in the planning and delivery of green infrastructure.

Recreation, enjoyment and healthy lifestyles

Our priority is to further develop our work with children, young people and other minority groups to foster a greater appreciation, understanding and enjoyment of trees, woods and forests and their sustainable management.

We will continue our work to promote health and wellbeing by encouraging people to use forests for all types of outdoor recreation and physical activity. We will develop new and existing partnerships with user groups, and enhance the facilities we provide on the public forest estate. Opportunities will be identified to develop more accessible ways of getting to

our woodlands. We will also be improving the opportunities and facilities for all users, encouraging them to pursue more active and challenging sports, such as off-road cycling.

Active, stronger and more sustainable communities

Our priority is to continue to increase the number and diversity of people visiting and support greater citizen engagement through volunteering in local woodlands. We will undertake further work to develop our understanding and address the barriers (physical, cultural or intellectual) that prevent target groups from accessing, enjoying and engaging with local woodlands. We will continue to seek ways to make our sites more welcoming to those groups within society who feel uncomfortable or excluded in a forest setting.

We will continue to work closely with other organisations to assist our delivery, recognising the skills and capacity of others to provide advice and support to help us develop our own expertise in this area.

Equality impact assessments will continue to be conducted on our policies and practices and used to identify opportunities to enhance our contribution to equality.

Objectives

- Objective 1: To create more attractive and inspiring places by enhancing the contribution of Green Infrastructure to local environmental quality.
- Objective 2: To increase the use of trees, woods and forests for recreation and physical activity, promoting healthier lifestyles, enjoyment and a greater understanding of the natural environment.
- Objective 3: To enable more people in more places to enjoy the personal and social benefits of trees, woods and forests, contributing to more active, stronger and sustainable communities.

Actions

Actions 2010–11	How
Work to integrate trees, woods and forests into Defra's proposed Green Infrastructure Action Plan following the completion of their strategic research and evidence review.	Policy, advocacy and partnerships
Continue to support the development of the Urban Regeneration and Greenspace Partnership (URGP) across Government and NGOs to encourage the development and utilisation of best practise and to raise awareness of the value of trees and woodlands in green infrastructure.	Policy, advocacy and partnerships/ Research/ Public forest estate
Implement the Urban Tree Strategy Framework Template for London and work with CLG to prepare a national document.	Policy, advocacy and partnerships
Complete the development of a monitoring and evaluation framework for the quality of experience provided by urban woodlands and their contribution to quality of life.	Policy, advocacy and partnerships/ Research

Provide funding, participate in the steering group and support data capture for the Woodland Trust's lottery project, Visitwoods, which seeks to improve information on accessible woodland opportunities.	Policy, advocacy and partnerships
Continue to use our events and activities programme to support Government health campaigns, such as the Change4Life and the Muckin4life campaigns.	Policy, advocacy and partnerships/ Public forest estate
Prepare an action plan to support our Third Sector Policy Statement, including a review of our existing relationships with key NGOs.	Policy, advocacy and partnerships/ Research*
Develop our strategic partnership with BTCV and develop a framework to support volunteering on the public forest estate.	Policy, advocacy and partnerships/ Public forest estate

* In-year – to be completed 2010/11.

Regional Actions

Examples of action 2010–11	How
North West: Continue to deliver £59 million Newlands land regeneration programme and specifically support Brockholes visitor attraction construction at strategic transport node.	Policy, advocacy and partnerships/ Public forest estate
North East: Together with Natural England, the Environment Agency and local authority partners, promote the role of Green Infrastructure (GI) within the five Growth Points in the region, and pilot implementation of the GI Strategy in the Tees Valley.	Policy, advocacy and partnerships
West Midlands: Drive forward the development and co-ordination of Green Infrastructure policy and delivery, working closely with Natural England in particular. Focus FC delivery input on East Staffordshire, the Black Country and Stoke.	Policy, advocacy and partnerships/ Grants and regulations
London: Implement and monitor the GLA/FC programme to plant additional street trees with community involvement in agreed priority areas throughout London.	Policy, advocacy and partnerships

Measuring Success for 2008-11

Target 1: Increase the percentage of the population in priority areas with **access to woodland** according to access standards from 62% to 66% (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: Business and Markets

To improve the competitiveness of woodland businesses and promote the development of new or improved markets for sustainable woodland products and ecosystem services where this will deliver identifiable public benefits, nationally or locally, including the reduction of carbon emissions.

Economic viability is fundamental to ETWF. Woodland-based businesses provide direct economic benefits such as jobs in rural areas. They also lead to woodland management and investment in infrastructure that contribute to all Aims of ETWF.

The economic outlook for business seems to be improving but remains uncertain. Timber prices have remained relatively stable. Demand for woodfuel is increasing and implementation of the Woodfuel Strategy will be a major focus for us this year. There is clear evidence for increased demand for woodland-based leisure services. Wood is a low carbon material and therefore businesses involved in growing or processing wood have a significant opportunity to contribute to and benefit from the transition to a low carbon economy.

We will support woodland-based businesses to enable them to take full advantage of economic opportunities and to develop their resilience to threats. This will include:

- the way we trade;
- support for collaborative working and knowledge transfer; and
- improving the information available on the woodland resource via the National Forest Inventory.

We will continue to provide expertise and influence for the development of an effective training framework for forestry and take forward our practical work, bringing high quality new entrants into the sector.

The Woodfuel Implementation Plan will be published in 2010 to encourage the market for wood chips, pellets and logs. The plan will focus on developing a sustainable long-term industry that promotes the uptake of best practice, grants and advice across the supply chain. Supplying woodfuel will result in active management of woodland that will, in turn, generate environmental improvements. New jobs and business development will be tied to beneficial ecological process, thereby contributing to a sustainable resource of woods and forests.

The implementation of the Woodfuel Strategy and responding to information requests from DECC as it develops the Renewable Heat Incentive (RHI) consultation and regional renewable energy targets will be major areas of work.

Objectives

- Objective 1:** To promote the use of wood and timber as renewable materials and help identify market opportunities in sustainable construction and product substitution.
- Objective 2:** To strengthen supply chains within the emerging woodfuel industry.
- Objective 5:** To improve recruitment and retention rates for the sector and enhance skills through the provision of accessible and relevant training.

Actions

Actions 2010–11	How
Bring 1.4 million m ³ of timber to market – promoting investment and growth in the industry.	Public forest estate
Evaluate the England Forest Industries Partnership (EFIP) in supporting the performance of the wider forestry sector.	Policy, advocacy and partnerships*
Work with Defra, DECC and RDAs to implement the Woodfuel Implementation Plan, including securing and improving access to resources for delivery, and communicating key messages on the benefits of woodfuel e.g. by supporting the Biomass Energy Centre and facilitating the Woodfuel Supply Network.	Policy, advocacy and partnerships
Establish two forestry and coppice apprenticeship pilot schemes as a basis for considering how a national programme might best be developed with partners.	Policy, advocacy and partnerships/ Public forest estate

* In-year – to be completed 2010/11.

Regional Actions

Examples of action 2010–11	How
South East: Provide regional lead for an Intelligent Energy Europe trans-national woodfuel project, seeking to improve regional confidence by harnessing experience from countries where the technology and market is more developed.	Policy, advocacy and partnerships
East of England: Use the Woodfuel East initiative to facilitate the woodfuel supply chain and business support.	Policy, advocacy and partnerships
Yorkshire and the Humber: Support the delivery of the regional Woodfuel Infrastructure Programme with a specific focus on bringing targeted woodlands into management.	Policy, advocacy and partnerships/ Grants and regulations

<p>West Midlands: Work with key regional partners to support the woodfuel supply chain including delivery of advice via the RDPE funded Heartwoods project and facilitating uptake of new Axis 1 forestry grants.</p>	<p>Policy, advocacy and partnerships/ Public forest estate</p>
<p>East Midlands: In association with East Midlands Development Agency, finalise the development and piloting of an RDPE Micro Enterprise Grant specifically for woodland and forestry-related businesses.</p>	<p>Policy, advocacy and partnerships/ Grants and regulations</p>
<p>South West: Support the development of new business investment models, including integrated woodfuel initiatives in Devon and Cornwall.</p>	<p>Policy, advocacy and partnerships</p>

Measuring Success for 2008-11

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.

In 2009 and in common with other government regulators, we were subject to a Hampton Implementation Review of our felling licence and plant health functions. The review is intended to:

- improve the perceptions of those who are regulated;
- increase openness and transparency;
- highlight areas for development; and
- ensure good practice in the regulatory community.

The review report was received at the end of 2009/10.

Objective

We provide an excellent service to our Grant and Regulations customers.

Actions

Actions 2010–11
Ensure land managers are fully aware of the new provision under the CAP Health Check for eligible farmland to continue to receive Single Farm Payments after creating new woodland under EWGS.*
Develop and start to implement an action plan in response to the Hampton Implementation Review recommendations.

* In-year – to be completed 2010/11.

Measuring Success for 2008-11

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 40 million visits a year to over 1,000 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, community rangers and volunteers, and surveys of visitors to our recreation centres. In order to improve our service and attract more and a greater diversity of people to benefit from the woodlands and forests we manage, we seek the views of our customers and provide feedback.

Objective

Visitors to the public forest estate receive a high level of service.

Actions

Actions 2010–11
Continue the development of the Discovery Pass, an Individual Marketing Scheme with comprehensive customer database, extending the initial 17 sites.*
Continue a programme of targeted market research and visitor surveys to better understand customer needs and attitudes to support communications and business development.

* In-year – to be completed 2010/11.

Measuring Success for 2008-11

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 Forestry Commission's People Strategy is all about ensuring that we have the right people with the right skills in the right place at the right time to meet our business demands. The role of the Human Resources (HR) Team in England is to ensure strategic engagement and delivery of the People Strategy across England, alongside the provision of an HR advisory service to support our managers and staff in line with our changing business needs.

Our Priorities

The HR Team will continue to work towards delivering the high level aspirations of the People Strategy, which will be reviewed and updated by 2012. Key priorities will include the successful transition of jobs from our Cambridge office to form one National Office for England in Bristol, ensuring our structures are better integrated and aligned in the process, embedding e-recruitment and good recruitment practices, undertaking a Training Needs Analysis and formalising apprenticeship arrangements.

We will continue the roll-out of our Management Development Programme across a wider spectrum of our staff, from senior managers through to those who are first line supervisors. In addition we will begin to roll out leadership development activities where identified.

Our commitment to Diversity remains a top priority, with the need to embed this further into all our activities. Diversity training will continue to be rolled-out to staff, and we will take steps to further diversify our workforce.

Objectives

To ensure that we have the right people, with the right skills, in the right place and at the right time to meet our business demands.

Actions

Actions 2010–11
Revise and update our Workforce Plan for 2010–2013.*
Continue to roll-out Diversity training during 2010-11 for all staff, aiming to train 88% of staff by April 2011.*
Roll-out of the broader Management Development Programme, covering Senior Managers and first line Supervisors.

* In-year – to be completed 2010/11.

Measuring Success for 2008-11

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** 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. This includes our valued and developing shared agendas with local authorities and City Regions, in areas such as ancient woodland protection and green infrastructure development. 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 are important. Our work with Defra, DECC and CLG 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 are also critical in delivering an integrated approach to ETWF. We equally value our strategic partnerships with non-governmental organisations such as ConFor, EFIP, Groundwork, RSPB, Wildlife Trusts and Woodland Trust. On the public forest estate much of our delivery is with private sector partners.

We are developing strategic delivery partnerships with as many RDAs as possible.

Objective

Objective: To be the partner of choice at national, regional and local level.

Actions

Actions 2010–11
Provide advice to Defra in all relevant key policy areas.
Develop our links with DECC and our role in delivery of the Government's Renewable Energy Strategy, with a particular focus on the role of woodfuel and wind power.
Support the development of the NHS Forest to help build understanding of the links between health and a quality environment.

Regional Working

Our delivery of ETWF aims to be in tune with the devolution of responsibility and authority to regional and local authority levels, alongside supporting the regional delivery priorities identified in the RDPE.

We work closely with Regional Development Agencies and Government Offices, ensuring that trees, woods and forests contribute to sustainable regeneration and growth, green infrastructure and renewable energy. In line with objectives in the Sub-National Review of Economic Development & Regeneration, we will contribute to the new Regional Strategies which focus on promoting sustainable economic growth and tackling climate change. We will also promote the ETWF priorities to pilot City Regions.

Within the framework of the ETWF Delivery Plan, we will continue to work with regional partners to refresh all Regional Forestry Frameworks (RFFs) by March 2011 so these can form part of the evidence base for the Regional Strategies. We will advocate that the Regional Strategies recognise a range of specific environmental limits, such as protection of the longer-term health and sustainability of existing trees and woodlands. In London we will work with the Greater London Authority to ensure that ETWF links to the Mayor's Spatial Plan tree and woodland policies, and that the London Tree and Woodland Strategy Guidance is published as a best practice consultation in partnership with the Mayor.

We will develop FC Regional plans for our targeted delivery of ETWF. These will present a high-level picture of our delivery mechanisms and how these combine at regional level to contribute to RFF and other regional delivery priorities. We will use our Regional plans to communicate how we are delivering Government policy and building partnerships, making clear the relationship with each RFF's priorities. Regional teams will continue to identify the most effective integrated models to modernise our delivery of ETWF. Our Regional Advisory Committees will advise on our regional delivery plans, and the interface with RFFs and overarching Regional Strategies.

Seeking maximum synergy with ETWF and RFF priorities, we will continue to support RDAs by providing specialist forestry advice and delivery for the forestry elements in the RDPE Regional Implementation Plans and will continue to provide project planning and support for woodfuel initiatives.

Objective

To facilitate regional and local understanding of how we will take forward ETWF delivery and develop its relationship to, and support for, regional strategies for sustainable economic development and associated plans.

Actions

Actions 2010–11	How
Work with our delivery partners to refresh RFFs and/or their delivery plans in order to fully reflect ETWF and be in the best position to contribute to the new single Regional Strategies. In 2010-11 we plan, with partners, to complete the revision of RFFs.	Policy, advocacy and Partnerships
Develop new FC Regional plans to help position our business priorities with regional partners and local authorities, to promote and differentiate each Region's ETWF delivery contribution 2010-13.	Policy, advocacy and partnerships/ Public forest estate/ Grants and regulations

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 aim is to ensure that we engage with them in an open and transparent manner using the most effective channels and feedback mechanisms.

Our national communications priorities reflect the ETWF themes and the business priorities set by the Corporate Plan and for 2010-11 are to:

- promote the benefits of **a sustainable resource** of well-managed woods and forests in places where they contribute most to people, the environment and the economy;
- increase understanding that trees, woods and forests can be part of the solution to combating **climate change** and help us to adapt, but that we must help them to become resilient to climate change;
- enhance understanding the role of trees, woods and forests play in the **natural environment** and their role in protecting and enhancing the environmental resources of water, soil, air, biodiversity and landscape;
- promote the contribution that trees, woods and forests make to the **quality of life** through supporting the Government's sustainable growth policies and promoting the public forest estate and recreational infrastructure managed by the Commission as a major resource for public enjoyment, exercise and healthy living;
- promote the development of new or improved **markets**, for sustainable woodland products, including woodfuel, to help improve the competitiveness of woodland **businesses**.

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.

Actions

Action 2010–11

Develop a new Communications Strategy to support the objectives and priority actions in the ETWF Delivery Plan.

Delivering Sustainably

The Business Sustainability Programme 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. 2009-10 was the first year when we were managing against 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 manage against targets.

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

We received £0.8m from DECC to use on permitted development projects in 2009/10, for example installing biomass boilers in a number of offices. This will continue to have an impact in 2010/11.

Objective

To work towards EMS ISO14001 accreditation.

Actions

Actions 2010–11
Energy – achieve a 3% reduction in energy usage in buildings (excluding woodfuel or renewable energy schemes) against our recorded energy levels from 2008–09.
Travel and Transport – achieve a 5% reduction in carbon emissions from administrative travel. The savings will be made against the travel data from 2008–09.
Complete development of EMS by conducting an internal assessment of progress against targets and preparing for external certification in early 2011.

Measuring Success for 2008-11

Target: Attain **Environmental Management System** accreditation ISO14001 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 2010-11.

Use of Funds

We use our resources to implement the ETWF. During 2008-09 we undertook a major revision to our accounting system, allowing us to budget and report our expenditure against the objectives in ETWF.

In addition to the funds in Annex A, a further £30m is expected to be distributed on behalf of Defra by the Forestry Commission as part of the woodland-related components of the RDPE.

Objective

To manage the funds placed at our disposal responsibly and transparently according to Government standards.

Actions

Actions 2010–11
Work with Defra and HM Treasury on the cross-Government Alignment (Clear Line of Sight) Project to develop a more effective, efficient and transparent financial regime underpinning both our public service and commercial operations.
Report accounts within the new single vote arrangements within Defra and in line with International Accounting Standards.

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.

In 2008 the Government announced it would take action, through the Operational Efficiency Programme (OEP), to ensure that future efforts to drive efficiency in the public services kept pace with developments in the private sector. The Forestry Commission is contributing to this. Work will also be undertaken as part of the Public Value Programme (PVP) which seeks to identify where there is scope to improve value for money.

The OEP work will include how the public forest estate in England can generate greater commercial benefit - including new and innovative opportunities - while respecting the Government's continuing commitment to public-sector ownership of and involvement in the management of England's woodlands and continuing environmental benefits.

The OEP review has been run in conjunction with our study of the long-term sustainable role of the public forest estate. Together it is intended that these two areas of work will provide the Forestry Commission with a renewed mandate and business model to manage the public forest estate and deliver public benefits in the 21st Century.

In addition to the OEP and PVP, 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;
- increased net recreation revenue on the estate; and
- the sale of those assets which make a relatively limited contribution to objectives.

Objectives

- Forestry Commission continues to be a cost-effective organisation.
- To manage the public forest estate within an agreed net funding target.
- To maximise the return from our commercial activities on the public forest estate to support the cost-effective delivery of social and environmental benefits.

Actions

Actions 2010–11
Generate greater commercial benefit from the public forest estate under the OEP, and improved efficiencies through the PVP programme.
Continue the programme of asset sales to help support and increase public benefits from the estate. In 2010/11 we expect to realise £11.5m from asset sales.

Measuring Success for 2008-11

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 2010-11 is £87.65 per hectare and will be re-set for subsequent financial years.

Annex A – Source and Use of Funds

£m	2008–09 Outturn	2009–10 Budget	2010–11 Planned
SOURCE OF FUNDS			
Parliamentary funding			
- revenue funding	40.1	34.2	29.6
- capital funding	0.0	0.0	0.0
Total Parliamentary funding	40.1	34.2	29.6
EU Co-financing of Woodland Grants	0.0	0.0	0.0
Forestry Commission receipts	2.9	4.3	9.1
Public Forest Estate Income:			
Sustainable Forest Management	27.5	24.6	26.3
Priority Habitats and Heritage	2.1	1.8	1.9
Major Recreation Destinations	6.8	6.0	6.6
Other Recreation & Dedicated Public Access	9.8	8.7	9.4
Urban Community Woodlands	3.8	3.4	3.6
Asset sales	3.4	10.2	11.5
Public Forest Estate Total Income	53.4	54.7	59.3
Total Income	96.4	93.2	98.0
USE OF FUNDS			
Forestry Commission England			
Grants and partnerships	8.8	10.0	13.2
Policy, regulation and administration	15.5	16.7	15.6
FC England Total	24.3	26.7	28.8
Public Forest Estate Expenditure:			
Sustainable Forest Management	32.6	30.2	31.4
Priority Habitats and Heritage	7.3	6.6	6.9
Major Recreation Destinations	7.4	6.8	7.1
Other Recreation & Dedicated Public Access	18.6	17.3	17.9
Urban Community Woodlands	6.2	5.6	5.9
Public Forest Estate Total Expenditure	72.1	66.5	69.2
Total Expenditure	96.4	93.2	98.0

Notes:

All figures are UKGAAP pending conversion to IFRS.

In addition to the funds above, a further £32m in 2010-11 is budgeted to be distributed on behalf of Defra by the Forestry Commission as part of the woodland-related components of the Rural Development Programme in England.

Parliamentary funding equates to CSR07 annual settlement figures agreed with Defra.

2010-11 Plan net of £3.5m repayment to Defra of cover provided in 2008-09 and 2009-10.

The figures for 2010-11 are planned and are subject to alteration.

Consolidated Statement of Net Business Plan Costs by Departmental Strategic Objectives

£m	2010-11
ENGLAND OBJECTIVES	
Natural Environment – To protect and enhance the environmental resources of water, soil, air, biodiversity and landscapes (both woodland and non-woodland) and the cultural and amenity values of trees and woodlands.	11.2
Quality of Life – To increase the contribution that trees, woods and forests make to the quality of life for those living in, and working in or visiting, England.	11.2
Business and Markets – To improve the competitiveness of woodland businesses and promote the development of new or improved markets for sustainable woodland products and ecosystem services where this will deliver identifiable public benefits, nationally or locally, including the reduction of carbon emissions.	7.2
England Net Expenditure	29.6

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;
- challenge and stimulate performance;
- present what we do; and
- provide a framework to report and be scrutinised on our achievements.

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

<p>Aim 1 A Sustainable 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 Natural Environment</p>	<p>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 2009–10) 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 responsibilities⁴ 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>
<p>Aim 4 Quality of Life</p>	<p>Target 1: Increase the percentage of the population in priority areas with access to woodland according to access standards from 62% to 66% (relating to an additional 750,000 people having access) – as an indicator of woodlands' contribution to Quality of Place.</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>Aim 5 Business and Markets</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>

⁴ These include all SSSIs on the public forest estate and woodland SSSIs on other land.

Improving How We Work

Customer Service	Target: 1 Provide excellent service to the customers of our Grants and Regulations to be measured by achieving 85% of transactions within standard times .
	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.
Developing Our People	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 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.
Delivering Sustainably	Target: Attain Environmental Management System accreditation ISO14001 – or similar (subject to business requirements) – as an indicator of our movement towards greater corporate sustainability .
Delivering Value for Money	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 2010-11 is £87.65 per hectare and will be re-set for subsequent financial years

Anyone who would like further information on our targets is invited to contact:

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Annex C – Glossary

AONB – Area of Outstanding Natural Beauty

BTCV – British Trust for Conservation Volunteers

CAP – Common Agricultural Policy

CLG – Department of Communities and Local Government

ConFor – Confederation of Forest Industries

CSR – Comprehensive Spending Review

DECC – Department of Energy and Climate Change

Defra – Department for Environment, Food and Rural Affairs

EFIP – England Forest Industries Partnership

EMS – Environmental Management System

ETWF – Strategy for England's Trees, Woods and Forests

EWGS – English Woodland Grant Scheme

FC - Forestry Commission

GB – Great Britain

GI – Green Infrastructure

GLA – Greater London Authority

HR – Human Resources

MWth – Megawatt thermal (overall power of a boiler use for including heat generation)

NGO – Non-Governmental Organisation

OEP – Operational Efficiency Programme

PAWS – Plantations on Ancient Woodland Sites

PFE – Public Forest Estate

PVP - Public Value Programme

RDA – Regional Development Agency

RDPE – Rural Development Programme for England

RFF – Regional Forestry Frameworks

RSPB – The Royal Society for the Protection of Birds

SSSI – Site of Special Scientific Interest

UKFS – UK Forestry Standard

UKWAS – UK Woodland Assurance Standard