



Corporate Plan 2009-2012

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Ministerial Foreword

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

In England forestry accounts for 8% of the land area, much of it near towns where it provides important recreational opportunities. It is vital that we sustain our woodlands and increase their contribution to the environment for both our current needs and the needs of future generations. But forestry is important to our economy too and in this economic downturn the Forestry Commission has a vital role in supporting small businesses, while the work being taken forward on the value of the public forest estate will ensure best value from this great public asset.

I therefore welcome this Corporate Plan which sets out clearly how Forestry Commission England will help deliver a number of the Government's public service agreements. On climate change, for example, some very useful work is outlined here on developing carbon budgets and exploring the potential for forestry's role in renewable energy through woodfuel and wind power. On securing a healthy natural environment, the Forestry Commission has achieved the Government target with regard to Sites of Special Scientific Interest and is working hard with landowners to achieve it elsewhere, while evaluating the English Woodland Grant Scheme in preparation for the mid-term review of the Rural Development Programme for England (RDPE). The Commission has also been working on the evidence base for the role of trees, woods and forests in sustainable development and developing policy on the restoration of open habitats from woodland. And I am very pleased to see the work of the Forestry Commission on improving the quality of life, which involves an expanding range of citizens in the development and use of our woodlands through working with minority groups, the Third Sector and volunteers.

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 up to 2012 and the specific actions we are to do in 2009–10. 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 2012. 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:

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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 for 2009–10, 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 96.2% are in favourable or recovering condition as at January 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.

A sustainable resource will only be achieved when the social, economic and environmental roles of woodland are respected, providing for our needs and those of future generations. 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 fully 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 the Aims. For simplicity our intentions have been allocated to a single Aim. However, there are many cross-cutting linkages between the Aims and this section includes activities that relate to the whole resource. It also ensures that our corporate objectives for England's trees, woods and forests are integrated and co-ordinated, making the most of synergies between the Aims.

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.

Actions

Actions 2009–10	How	Action Profile
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.		
Complete the study of the long-term sustainable role for the public forest estate, identifying changes to further improve its ability to deliver ETWF and other relevant Government objectives.	Public forest estate	In-year*
Objective 2: Policies, strategies and programmes: to embed trees, woods and forests into wider policies, strategies and programmes.		
Review the outcomes delivered by EWGS and contribute to the CAP health check and mid-term review of the Rural Development Programme for England (RDPE), due for completion by Defra in December 2010.	Grants and regulations	Ongoing - Increasing

Actions 2009–10	How	Action Profile
Objective 3: Better understanding and engagement: to achieve better engagement with owners, managers and local communities.		
Develop a toolkit to support Forestry Commission staff in engaging woodland owners and other stakeholders in tackling climate change.	Policy, advocacy and partnerships	Ongoing
Objective 4: Sustainable management and economic viability: to manage more woodland sustainably and improve its economic viability.		
Contribute to the revision of the UK Forestry Standard and accompanying Guidelines, ensuring they reflect the role of trees, woods and forests in England.	Policy, advocacy and partnerships	In-year*
Continue to manage the public forest estate to the standard required under UKWAS to maintain the independent certification of our woodland and its forest products.	Public forest estate	Ongoing
Deliver the FC elements of the RDPE planned for 2009–10 to 2010–11.	Grants and regulations	Ongoing
Objective 5: Tree planting and woodland creation: to plant trees and create new woodland in priority places.		
Develop a statement of national priorities for woodland creation in the light of ETWF which will provide a framework for regional targeting.	Policy, advocacy and partnerships	In-year*

* In-year to be completed 2009–10.

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 mitigation.¹

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

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

Our work programme for 2009–10 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. They sequester carbon in growing biomass and reduce CO₂ emissions through wood substituting for fossil fuels and energy-intensive materials. We need to enhance the ability of woodland wildlife to adapt to an increasingly hostile environment. 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. To leave this legacy, we must create new woodland and adapt our existing woodlands so that they are more resilient to climate change and other pressures whilst ensuring that other objectives are not unnecessarily compromised.

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. 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. At the forefront will be the development of a carbon budget for a range of policy options and approaches to management of the public forest estate. This work will enable a target for greenhouse gas emissions reductions to be set for our activities and quantify the contribution of England's woodlands and forestry sector to the Government's climate change commitments outlined in the Climate Change Act.

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.

Renewable energy

Our efforts will continue to focus on regions with the largest unutilised resource. We will continue to work with the Department of Energy and Climate Change (DECC) and Natural England on the Energy Crops Scheme and will work with DECC on a project 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. The development of this resource would not harm woods and forests and would increase renewable energy production from on-shore wind power in England by 60%. We are now exploring with DECC and partners how best to exploit this resource as an exemplar for the Government in leading on the production of renewable energy.

Replacing other materials with wood

We will promote and communicate the carbon benefits of using wood as a sustainable and low-energy material. We will continue to use the public forest estate to clarify the links between the carbon cycle and sustainable woodland management and to highlight exemplar sustainable construction projects.

Planning to adapt to climate change

We will continue to develop decision support systems to guide 'climate-proofed' species choice and use these to develop a climate change action plan for the public forest estate. This will integrate with the study of the long-term sustainable role of the public forest estate referred to in Aim 1. 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. We will use our estate to demonstrate adaptation to the forestry sector, and our visitor centres will provide information about climate change 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. Measures to reduce the impact of our corporate activities through the Business Sustainability Programme will continue (see section on Improving How We Work) and contribute to the climate change communication priority for 2009-10.

National Actions

Actions 2009–10	How	Action Profile
Objective 1: Increasing resilience of trees and woodland. Objective 2: Adapting the rural landscape. Objective 3: Adapting the urban environment.		
Prepare a climate change action plan for the public forest estate, including a system for carbon auditing.	Public forest estate/ Research	Ongoing – Increasing
Work with Defra on developing a new quantitative measure of adaptation for trees and woodlands in both urban and rural landscapes.	Policy, advocacy and partnerships	Ongoing
Consult on new Guidelines on Climate Change to cover conserving carbon reserves in woodland ecosystems and soils, increasing carbon capture, improving the resilience of trees and woods, and enhancing the ways trees can help us adapt to climate change.	Policy, advocacy and partnerships	Ongoing
Objective 4: Mitigating climate change.		
Publish a mitigation options paper to inform emissions reductions targets for the forestry sector in England to support the Government's carbon budgets and Carbon Management System.	Policy, advocacy and partnerships	In-year*
Work with DECC to establish trials to assess the commercial viability and environmental impact of short rotation forestry.	Policy, advocacy and partnerships/ Grants and regulations/ Research	Ongoing – Increasing
Prepare an implementation plan for developing opportunities for wind energy on the public forest estate, in liaison with DECC.	Public forest estate	In-year*
Objective 5: Communicating climate change.		
Use the public forest estate to communicate to visitors the value of woodland in combating climate change and the contribution they can make by using wood products.	Policy, advocacy and partnerships/ Research	Ongoing

* In-year to be completed 2009–10.

Regional Actions

Examples of action 2009–10	How	Action Profile
South West – Objectives 1 and 2: Maintain and extend efforts to enhance the resilience of key clusters of ancient woodland by addressing threats and building habitat links.	Policy, advocacy and partnerships/ Grants and regulations	Ongoing – Increasing
East Midlands – Objective 5: Organise a Climate Change conference in association with Forest Research and the National Forest Company, focusing on the role of trees, woods and forestry in climate change mitigation.	Policy, advocacy and partnerships/ Research	In-year*

* In-year to be completed 2009–10.

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 changes in delivery structures, including:

- Defra's Action Plan for embedding an ecosystems approach;
- the PSA 28 Delivery Agreement to secure a healthy natural environment;
- the revision of the Biodiversity Action Plan governance structures and the England Biodiversity Strategy deliverables;
- commitments under the European Landscape Convention; and
- Habitats Regulations.

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:

- 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 and Phytophthora.

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 changing species composition and enhancing habitat networks;
- increasing opportunities for the public to experience and appreciate the woodland environment, including understanding climate change, grasping the long time horizons of woodland and experiencing wildlife first hand; and
- increasing the area of woodland under sustainable and active management, which will help make the woodland habitats more diverse and resilient.

A Government-wide target requires 95% of SSSIs to be in favourable or recovering condition by 2010. Our contribution to the target covers all woodland SSSIs plus all SSSIs on the public forest estate, which comprises open habitats, conifer forest and broadleaved woodland. We have exceeded the target for SSSIs on the public forest estate, with 96.2% in favourable or recovering condition (as at the end of January 2009), and will continue work to achieve favourable condition for all SSSIs on the estate. We will also continue to work towards meeting the target for bringing other woodland SSSIs into favourable condition.

National Actions

Actions 2009–10	How	Action Profile
Objective 1: Ecosystem services: to increase knowledge and recognition of the contribution of new and existing woodland to the provision of ecosystem services.		
Collate evidence and experience from pilot projects on the role that new and existing woodland can play in tackling diffuse pollution, flood management and river quality.	Policy, advocacy and partnerships/ Research	Ongoing
Contribute to the National Ecosystem Assessment being undertaken by Defra and ensure the social and environmental services provided by trees are included in the quantification and valuation of benefits.	Policy, advocacy and partnerships	Ongoing
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.		
Prepare an evaluation of the woodland SSSIs that are not yet in favourable or recovering condition, including the reasons for decline, possible solutions and costings.	Policy, advocacy and partnerships/ Grants and regulations	In-year*

Actions 2009–10	How	Action Profile
Host a workshop for the major landowners group (MLG) on deer issues and the role of the Deer Initiative.	Policy, advocacy and partnerships	In-year*
Promote the Practice Guide for Ancient and Native Woodland via technical seminars, with particular emphasis on the harvesting of woodfuel and adapting native woodland to climate change.	Policy, advocacy and partnerships/ Grants and regulations	Ongoing
Implement the new Practice Guide for Ancient and Native Woodland on the public forest estate and sustain the programme of PAWS restoration.	Public forest estate/ Grants and regulations	Ongoing
Objective 3: Wider habitats: to conserve and enhance the biodiversity associated with non-native trees, woods and forests, and non-woodland habitats and species.		
Publish a policy on the restoration of open habitats from woodland and start to develop a strategy for such restoration on the public forest estate.	Policy, advocacy and partnerships/ Public forest estate/ Grants and regulations	In-year*
Objective 4: Rare and declining species: to conserve rare or threatened species and intervene in appropriate ways to manage the threats to their conservation.		
Identify priority areas and actions to conserve red squirrels, declining woodland birds and woodland butterflies.	Policy, advocacy and partnerships/ Grants and regulations/ Public forest estate	Ongoing – Increasing
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.		
Publish a European Landscape Convention (ELC) Action Plan for the Forestry Commission, and develop a training programme on landscape character assessment, planning and design.	Policy, advocacy and partnerships/ Grants and regulations	In-year*
Report on the condition of heritage assets on the public forest estate and develop a plan to reduce the number of 'At Risk' assets.	Policy, advocacy and partnerships/ Public forest estate	In-year*

* In-year to be completed 2009–10.

Regional Actions

Examples of action 2009–10	How	Action Profile
<p>South East – Objectives 1, 2 and 5: Promote and organise the re-survey of ancient woodlands in those counties and local authorities where planners need more comprehensive GIS-based data (thus updating the 1980s inventory held by Natural England).</p>	<p>Policy, advocacy and partnerships</p>	<p>Ongoing</p>
<p>East Midlands – Objective 2: Increase support for the Woodland Birds Project, targeting the woodland bird 'hotspots' in Derbyshire, Nottinghamshire and Lincolnshire.</p>	<p>Policy, advocacy and partnerships/ Grants and regulations/ Public forest estate</p>	<p>Ongoing - Increasing</p>
<p>West Midlands – Objective 2: Lead the 'Grow with Wyre' partnership with a particular focus on PAWS restoration, habitat enhancement and target bird species in the Wyre Forest.</p>	<p>Policy, advocacy and partnerships/ Grants and regulations/ Public forest estate</p>	<p>Ongoing</p>
<p>South East – Objective 4: In partnership with Butterfly Conservation and the National Lottery provide advice and grant support to halt the decline of woodland butterflies within three specific areas (Denge, Rotherwoods and Tytherley).</p>	<p>Policy, advocacy and partnerships</p>	<p>Ongoing</p>
<p>North West, North East, Yorkshire and the Humber and South East – Objective 4: Work with key red squirrel conservation bodies in order to respond to the findings of the 2008 Review of Red Squirrel Conservation in Northern England, and begin to implement a revised Red Squirrel Conservation Strategy by March 2010.</p>	<p>Policy, advocacy and partnerships/ Grants and regulations/ Public forest estate</p>	<p>Ongoing</p>

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 responsibilities 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.

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 greenspace projects:

- on the public forest estate, on both 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.

Objective 1: Attractive and inspiring places

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

National Actions

Actions 2009–10	How	Action Profile
Objective 1: to create more attractive and inspiring places by enhancing the contribution of green infrastructure to local environmental quality.		
Work with Defra and CLG to integrate trees, woods and forests into work programmes arising from the joint 'Core Script' on Green Spaces and Quality of Life and the associated review of Policy Planning Statements.	Policy, advocacy and partnerships	Ongoing
Support the creation of an Urban Regeneration and Greenspace Partnership (URGP) across Government and NGOs to encourage the development and utilisation of best practice and to raise awareness of the value of trees and woodlands in green infrastructure.	Policy, advocacy and partnerships/ Research/ Public forest estate	Ongoing – Increasing
Enhance our engagement with the urban tree agenda via Defra's People and Landscape Board and using London as a pilot project for innovation and development.	Policy, advocacy and partnerships	Ongoing – Increasing

Objective 2: 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.

National Actions

Actions 2009–10	How	Action Profile
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.		
Refine the methodology for an indicator of the quality of experience provided by urban woodlands and their impact on local quality of life.	Policy, advocacy and partnerships/ Research	Ongoing
Continue to improve the amount and quality of accessible woodland close to where people live within disadvantaged areas and encourage the development of public transport links.	Grants and regulations/ Policy, advocacy and partnerships/ Public forest estate	Ongoing
Deliver the Education and Learning Strategy for the public forest estate.	Public forest estate	Ongoing – Increasing
Through the Forest Education Initiative launch a quality assurance framework for Forest School, supporting the Learning Outside the Classroom manifesto.	Policy, advocacy and partnerships	In-year*
Achieve the Learning Outside the Classroom quality badge on at least five Forestry Commission education sites.	Public forest estate	In-year*
Use Active Woods to support the Change4Life campaign.	Policy, advocacy and partnerships/ Public forest estate	Ongoing – Increasing
Review cycling facilities on the public forest estate and develop partnerships with key cycling organisations	Public forest estate	In-year*

* In-year to be completed 2009–10.

Objective 3: Active, stronger and more sustainable communities

Our priority is to continue to increase the number and diversity of people visiting and 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. A particular priority will be seeking 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 undertake equality impact assessments on our policies and practices and use them to identify opportunities to enhance our contribution to equality.

We will support the delivery of Defra's Third Sector Strategy by reviewing and defining our relationship with key NGOs.

National Actions

Actions 2009–10	How	Action Profile
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.		
Contribute to Natural England's evidence base and action plan for Outdoors for All.	Policy, advocacy and partnerships	Ongoing – Increasing
Carry out a national audit of DDA compliance at recreation sites and assist high-priority sites towards compliance.	Public forest estate	In-year*
Seek Visitor Attraction Quality Assurance Service (VAQAS) accreditation for 20 sites.	Public forest estate	In-year*
Prepare and publish a Third Sector Policy Statement for Forestry Commission England.	Policy, advocacy and partnerships	In-year*
Establish a new strategic partnership and development framework to support volunteering on the public forest estate.	Policy, advocacy and partnerships/ Public forest estate	Ongoing – Increasing

* In-year to be completed 2009–10.

Regional Actions

Examples of actions 2009–10	How	Action Profile
North West – Objective 1: Develop a new wetlands and woodland nature reserve visitor centre at Brockholes as part of the Newlands Project.	Public forest estate/ Policy, advocacy and partnerships	Ongoing
Yorkshire & Humber – Objective 1: Engage with communities in South Yorkshire through the Forestry Commission Community Rangers.	Public forest estate	Ongoing
London – Objective 1: Implement the GLA/FC programme to plant additional street trees with community involvement in agreed priority areas throughout London.	Policy, advocacy and partnerships	Ongoing – Increasing
North East – Objectives 2 and 3: With partners, promote health and community involvement Woodland Improvement Grants targeted towards health benefits and local community engagement with woodland management.	Policy, advocacy and partnerships/ Grants and regulations	Ongoing – Increasing

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. However, the economic outlook for woodland-based businesses is contradictory: there are major new opportunities for businesses based on renewable resources but major challenges from the global economic situation.

A decline in the activity of such businesses reduces the direct economic benefits of rural employment and investment in both woodlands and infrastructure. A reduction in the viability of woodland management also leads to a wider decline in the provision of public benefits by reducing investment in infrastructure and the continued decline in woodland condition.

The Forestry Commission, along with all other forest owners and managers, has to adapt its business activities to the operating environment. There are things we can and will do to ease the impacts of the economic downturn on businesses which operate on our estate. We will consider other ways we can support woodland-based businesses directly and as part of new and existing partnerships. We will also look at ways we can reduce regulatory burdens on woodland businesses as a way of helping them survive challenging times.

Objective 1: Wood and timber sector

The recession, limits on credit and fluctuations in the oil price have created a very challenging trading environment for all businesses in the sector, from small contractors to global timber corporations. Timber prices have fallen dramatically and demand is low, which has had a negative impact on the volumes being harvested.

We will facilitate sector cohesion by playing an active role in supporting the England Forest Industries Partnership (EFIP) and will help improve the quality and quantity of information available for use in future investment decisions.

The threat of red band needle blight presents an additional and separate challenge. It is affecting large areas of pine, and will influence the harvesting plans of all owners of Corsican pine and the nursery trade.

National Actions

Actions 2009–10	How	Action Profile
Objective 1: to promote the use of wood and timber as renewable materials and help identify market opportunities in sustainable construction and product substitution.		
Bring 1.4 million m ³ of timber to market – promoting investment and growth in the industry.	Public forest estate	Ongoing
Take practical steps to help our business partners on the public forest estate through the current economic downturn.	Public forest estate	Ongoing – Increasing
Develop, in partnership with industry, new indicators for the forestry and woodland business sectors.	Policy, advocacy and partnerships	Ongoing – Increasing
Continue support for EFIP.	Policy, advocacy and partnerships/ Public forest estate	Ongoing
Develop a protocol to help owners of smaller woodlands meet new Government requirements for sustainable timber procurement.	Policy, advocacy and partnerships	Ongoing

Objective 2: Woodfuel

The Woodfuel Strategy for England, published in 2007, aims to bring an additional 2 million tonnes of woodfuel to market annually for use in renewable energy generation. Developing this market for lower quality wood will improve the viability of woodland management and help bring neglected woodland into active management, thereby helping to deliver a wide range of public benefits. To avoid air quality issues associated with domestic-scale use in urban situations, our first priority will be to promote woodfuel to medium-sized consumers including offices, schools and local facilities. Our prime geographical target will be rural areas which are off the national gas grid. To stimulate and support a whole new sector requires action to:

- strengthen, co-ordinate and underpin the supply chain, from both public and private woodland owners to potential users of woodfuel;
- provide technical training for those active in the sector and broader communication to potential users of woodfuel;
- motivate owners to manage their woodland and ensure there is the capacity to harvest woodfuel; and
- provide evidence for policy-makers, information for entrepreneurs and research for those involved in technical development.

National Actions

Actions 2009–10	How	Action Profile
Objective 2: to strengthen supply chains within the emerging woodfuel industry.		
Establish, with RDAs and other partners, a woodfuel lead in the key regions to facilitate the woodfuel supply chain with a particular focus on establishing clusters.	Policy, advocacy and partnerships	Ongoing
Communicate key messages on the sustainability of woodfuel, targeted to potential users.	Policy, advocacy and partnerships	Ongoing – Increasing
Establish a Woodfuel Supply Group, as a business network, a sounding-board for the FC and an opportunity for the sector to express a concerted voice.	Policy, advocacy and partnerships	Ongoing – Increasing
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
Work with DECC to establish a major role for woodfuel in delivering the Government's Renewable Energy Strategy.	Policy, advocacy and partnerships	Ongoing

Objective 3: Leisure and tourism businesses and Objective 4: Business models

Leisure businesses can offer much greater opportunities for generating income for woodland owners than conventional growing of round timber. They can also provide more immediate opportunities to create local jobs and help attract customers for other local enterprises. A reduction in consumer spending will affect recreational businesses. However, this may be counter-balanced by people choosing to take their holidays in England, rather than go abroad.

The public forest estate will continue to offer opportunities for enterprises and franchises, such as Go Ape and cycle hire, and we will encourage private woodland owners who wish to pursue opportunities to diversify their income. We will be particularly supportive of those enterprises that bring people into a woodland environment for a particular activity, and in the process build understanding and appreciation of the diverse value of trees, woodland and the use of wood products.

The provision of ‘ecosystem services’ is increasingly recognised as a critically important aspect of land use. Woodland compares very favourably with other land uses in terms of contributions to water quality, flood management, carbon storage, biodiversity and social values. However, generating an income for owners from such services requires a fundamental change in approach. The first step is to improve the evidence base and the economic value of these services.

National Actions

Actions 2009–10	How	Action Profile
Objective 3: to increase the use of trees, woods and forests as a basis for leisure and tourism businesses; and Objective 4: to develop a range of business models that improve the opportunities for woodland owners to pursue viable woodland management.		
Continue the programme of refurbishment and redevelopment of key visitor hubs on the public forest estate and pursue further business opportunities with Forest Holidays to diversify and enhance visitor experiences, including two new proposals for forest cabin sites.	Public forest estate	Ongoing
Work with Defra on the valuation of ecosystem services from trees, woods and forests, and explore ways in which these could generate an income for woodland owners.	Policy, advocacy and partnerships	Ongoing – Increasing

Objective 5: Recruitment, skills and retention

For the sector to develop it needs a flexible and appropriately skilled workforce, information on business trends and new opportunities, and sector cohesion. We will continue to play a key role in supporting skills and training for the sector by demonstrating and promoting best practice.

National Actions

Actions 2009–10	How	Action Profile
Objective 5: to improve recruitment and retention rates for the sector and enhance skills through the provision of accessible and relevant training.		
Develop with EFIP and Lantra a pilot for woodland apprenticeships.	Policy, advocacy and partnerships/ Public forest estate	Ongoing – Increasing

Regional Actions

Examples of actions 2009–10	How	Action Profile
South East – Objectives 1, 2 and 5: Through a three-year £250k RDA funded ‘Timber’ fund, support small businesses not eligible under the provisions of RDPE. The fund is designed to support small contractors and businesses such as sawmills.	Policy, advocacy and partnerships	Ongoing
South West – Objective 2: As part of the South West BioHeat Programme, support the private sector in establishing woodfuel supply chains for medium- and major-scale woodfuel users.	Policy, advocacy and partnerships	Ongoing – Increasing
East of England - Objective 2: Use the Woodfuel East project to facilitate the woodfuel supply chain and business support.	Policy, advocacy and partnerships	Ongoing – Increasing
Yorkshire and the Humber – Objective 2: Support the delivery of the Regional Woodfuel Infrastructure Programme in order to develop woodfuel capacity across the region.	Policy, advocacy and partnerships	Ongoing – Increasing
West Midlands – Objective 2: Explore and take forward, with Advantage West Midlands and the Heartwoods Project, opportunities to develop and support the woodfuel supply chain, utilising the outcomes from the Wyre Woodfuel Pathfinder.	Policy, advocacy and partnerships/ Grants and regulations/ Public forest estate	In-year*
North West – Objective 2: Facilitate and enable a woodfuel project with partners, funded from RDPE, focused on north Lancashire and Cumbria.	Policy, advocacy and partnerships	Ongoing – Increasing

* In-year to be completed 2009–10.

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 online for public consultation.

Actions

Actions 2009–10	Action Profile
Objective: We provide an excellent service to our Grants and Regulations customers.	
Consult with stakeholders over potential improvements to the Grants and Licences Online Service (GLOS).	In-year*
Review and introduce new Farm Woodland Payment rates in the light of changes introduced in the CAP Health Check, to simplify payment structure and avoid 'deductions' for those who also claim Single Farm Payments.	In-year*

*In-year to be completed 2009–10.

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 100 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.

Actions

Actions 2009–10	Action Profile
Objective: Visitors to the public forest estate receive a high level of service.	
Implement the review of catering with the objective of improving customer service and customer diversity.	In-year*
Continue a programme of targeted market research to better understand customer needs and attitudes to support communications and business development.	Ongoing – Increasing

* In-year to be completed 2009–10.

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 continuing to evolve so that we can deliver HR advisory services more strategically 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. Our Workforce Plan, which underpins the People Strategy in England, will be updated and the HR Team will work alongside managers to help to embed revised policies and procedures on e-recruitment, and disciplinary and grievance arrangements.

A key area of work will be the creation of one National Office for England, requiring the transfer of jobs and staff from our Cambridge office to a new office in Bristol by May 2010.

The roll-out of our Management Development Programme aimed at our middle managers and strengthening the development of the senior management team, will continue to be important areas of work.

Our commitment to the Diversity agenda remains a top priority, with the need to embrace and embed this into all our organisation's activities. General and specialist Diversity training will continue to be rolled-out to staff, and we will also consider what steps we can take to increase the diversity of our workforce.

Actions

Actions 2009–10	Action Profile
Objective: 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.	
Revise and update our Workforce Plan for 2009–12.	In-year*
Continue to roll-out Diversity training during 2009–10 and 2010–11 for all staff – target to train 50% of staff within 2009-10.	Ongoing – Increasing
Roll-out of the Management Development Programme.	Ongoing – Increasing

* In-year to be completed 2009–10.

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 wellbeing 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, 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 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, 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 2009–10	Action Profile
Objective: To be the partner of choice at national, regional and local level.	
Provide advice to Defra in key policy areas, including representation on RDPE, Biodiversity, and People & Landscapes and Land Use Project Boards.	Ongoing
Develop our relations 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.	Ongoing
Implement the new Memorandum of Understanding with Natural England and Environment Agency with a focus on joined-up implementation of the ETWF Delivery Plan.	Ongoing
Develop our relationships with new bodies, such as the Housing and Communities Agency, and with organisations where there is new potential for partnership (e.g. BTCV).	Ongoing

Regional Working

Our delivery of ETWF aims to be in tune with the devolution of responsibility and authority to regional and local levels. Activity in this area is also in response to developments in Government policy, including:

- the Rural Strategy (2004);
- the Government's response to Prosperous Places: taking forward the Review of Sub-National Economic Development and Regeneration (2008).

Together with the RDPE, these policies provide the wider mandate and context for our regional engagement.

Within the framework of the ETWF Delivery Plan, we will work with regional partners to refresh Regional Forestry Frameworks (RFFs) and will continue to provide leadership and support for related delivery partnerships and action plans. We will ensure that the contribution of trees, woods and forests is a key part of each Region's evidence for delivery against relevant PSA targets, including those for Natural Environment and Climate Change. To do this we will support Defra agency partners and Government Offices to develop the evidence base around regional environmental and energy priorities. Working closely with Government and other ETWF delivery partners, we will ensure that priorities for trees and woodlands are addressed in regional and sub-regional plans as part of an ecosystems approach.

We will develop 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. Our plans will also inform those key regional and local organisations that are developing the new single integrated regional strategies and implementation plans. 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 models, and the interface with RFFs.

We will continue to support the RDAs' delivery of business support to the forestry and bioenergy sectors through RDPE, seeking maximum synergy with ETWF and RFF priorities.

Actions

Actions 2009–10	How	Action Profile
<p>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.</p>		
<p>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 influence the new integrated Regional Strategies. In 2009–10 we will focus on revising RFFs in half of the Regions; others to follow.</p>	<p>Policy, advocacy and partnerships</p>	<p>Ongoing – Increasing</p>
<p>Begin to establish FC Regional Plans to facilitate our business plan communications with regional partners, helping to promote and differentiate each Region’s ETWF delivery contribution 2009–12.</p>	<p>Policy, advocacy and partnerships/ Public forest estate/ Grants and regulations</p>	<p>Ongoing – Increasing</p>
<p>Provide specialist forestry and woodlands advice to RDAs in support of RDPE Regional Implementation Plans for forestry elements in Axis 1 and 3 and Leader funding priorities. Enable project planning and management for woodfuel initiatives where agreed with RDAs.</p>	<p>Policy, advocacy and partnerships/ Grants and regulations</p>	<p>Ongoing</p>

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 2009–10 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 of the role that 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;
- promote the public forest estate and recreational infrastructure managed by the Forestry Commission as a major resource for public enjoyment, exercise and healthy living; and
- promote the development of new or improved markets for sustainable woodland products, including woodfuel, to help improve the competitiveness of woodland businesses.

Actions

Actions 2009–10	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.	
Prepare a three-year (2010–11 to 2012–13) Communications Strategy to support the objectives and priority actions in the ETWF Delivery Plan.	In-year*
Develop media resources to implement the climate change communications priority and to communicate key messages on the role of trees, woods and forests in providing 'life support systems' and 'ecosystem services' for society.	Ongoing – Increasing

* In-year to be completed 2009–10.

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 will be the first year where we are 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.

Actions

Actions 2009-10	Action Profile
Objective: To work towards 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 and 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
Complete development of EMS by conducting internal assessment of progress against targets and preparing for external certification in early 2010.	Ongoing

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 2009–10. Timber income, which is closely linked to the strength of the round timber market, is an important part of our income. The price fell in the second half of 2008–09 and is expected to be low until there is a general economic recovery.

Use of Funds

We use our resources to implement the ETWF. During 2008–09 we implemented 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 £22.6m is expected to be distributed on behalf of Defra by the Forestry Commission as part of the woodland-related components of the RDPE.

Actions

Actions 2009–10	Action Profile
Objective: To manage the funds placed at our disposal responsibly and transparently according to Government standards.	
Further develop Accounting By Objectives, our new accounts management programme.	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 2009–10.

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 2009–10	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 sales to help support and increase public benefits from the estate. In 2009–10 we expect to realise £7m from asset sales.	Ongoing
Achieve timber volume target of 1.4 million m ³ and associated income of around £19m.	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 expanding Go Ape courses, green burials and the opening of an improved visitor centre in the Lake District.	Ongoing – Increasing
Launch a national car-parking strategy increasing income, honesty rates and spaces available for charging.	Ongoing – Increasing
Continue to investigate opportunities for wind energy on the public forest estate as a potential new income stream.	Ongoing – Increasing

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 online** – 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 2009–10 is **£100.78** per hectare and will be re-set for subsequent financial years.

Annexes

Annex A – Source and Use of Funds

£m	2007–08 Outturn	2008–09 Supply Estimate	2009–10 Budget	2010–11 Budget	2011–12 Indicative*
Source of funds					
Parliamentary funding					
revenue funding	65.7	57.2	56.2	54.6	55.1
expected transfers from other					
Government departments	0.0	0.0	0.0	0.0	0.0
capital funding	0.7	0.0	0.0	0.0	0.0
Total Parliamentary funding	66.4	57.2	56.2	54.6	55.1
EU Co-financing of Woodland Grants	8.2	0.0	0.0	0.0	0.0
Forestry Commission receipts (other income)	1.5	0.2	4.3	7.6	2.6
Public Forest Estate Income:					
Sustainable Forest Management	38.3	27.0	35.4	34.1	32.1
Priority Habitats and Heritage	1.4	1.4	1.5	1.5	1.6
Major Recreation Destinations	8.1	6.3	7.5	7.8	8.3
Other Recreation & Dedicated Public Access	9.9	8.6	6.9	7.1	7.5
Urban Community Woodlands	3.4	4.0	4.0	4.0	4.3
Public Forest Estate Total Income	61.1	47.3	55.3	54.5	53.8
Total Income	137.2	104.7	115.8	116.7	111.5
Use of funds					
Forestry Commission England					
Grants and partnerships	27.3	8.1	10.0	13.4	7.8
Policy, regulation, administration and capital expenditure	14.5	15.5	16.6	14.4	14.6
FC England Total	41.8	23.6	26.6	27.8	22.4
Public Forest Estate Expenditure:					
Sustainable Forest Management	36.5	27.2	31.1	31.2	31.3
Priority Habitats and Heritage	6.1	5.6	6.6	6.6	6.6
Major Recreation Destinations	10.4	6.2	8.1	8.0	8.0
Other Recreation & Dedicated Public Access	18.4	15.4	16.3	16.0	16.1
Urban Community Woodlands	4.5	4.7	5.1	5.1	5.1
Public Forest Estate Expenditure	75.9	59.1	67.2	66.9	67.1
Notional Cost of Capital	19.5	22.0	22.0	22.0	22.0
Public Forest Estate Total Expenditure	95.4	81.1	89.2	88.9	89.1
Total Expenditure	137.2	104.7	115.8	116.7	111.5

In addition to the funds above, a further £22.6m in 2009–10 and subsequent years 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.

**Figures for 2011-12 are indicative only, pending confirmation of our Spending Review settlement for this year.*

Consolidated Statement of Net Business Plan Costs by Departmental Strategic Objectives

£m	2009–10	2010–11	2011–12
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.	22.0	21.1	21.0
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.	20.9	20.5	20.9
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.	13.3	13.0	13.1
England Net Expenditure	56.2	54.6	55.0

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.

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 responsibilities 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>Aim 5 Business and Markets</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	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 wellbeing of staff and delivering an engaged and motivated workforce.
Delivering Sustainability	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 online – 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 2009-10 is £100.78 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

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
DDA	Disability Discrimination Act
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 – www.defra.gov.uk/wildlife-countryside/forestry/strategy.htm
EWGS	English Woodland Grant Scheme
FC	Forestry Commission
GIS	Geographical Information Systems
GLA	Greater London Authority
HR	Human Resources
MWth	Megawatt thermal (overall power of a boiler use for including heat generation)
NGO	Non-governmental organisation
PAWS	Plantations on Ancient Woodland Sites
PSA	Public Service Agreement
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
UKWAS	UK Woodland Assurance Standard

