



Forestry Commission
England



Corporate Plan 2013-14

A new woodland culture
Trees for the good of our economy,
people and the environment

Forestry Commission England
Corporate Plan 2013-14

Foreword	3
What we do	4
Our priorities	5
Protection	6
Improvement	10
Expansion	18
Research and Evidence	22
Corporate Programmes	23
Annex A: Sources and Uses of Funds	24
Annex B: Impact Indicators	25
Annex C: Input Indicators	26
Annex D: Woodland Indicators	27



Foreword

Responding to the Independent Panel on Forestry’s vision of a new woodland culture, we have invigorated our forestry policy. The Government Forestry and Woodlands Policy Statement describes our destination in compelling and detailed terms. This Corporate Plan sets out the first leg of this exciting journey.

Government has committed to retain the Public Forest Estate in public ownership for the long term benefit of the nation, held in trust by a new, operationally-independent organisation. Collaborating with our many partners, we look forward to taking this work forward during 2013-14.

We are embracing a new hierarchy in forestry policy that will guide our work for years to come. Our most urgent priority is to protect our precious woodland resource, build its resilience, and help others do so. The Tree Health and Plant Biosecurity Expert Taskforce led by Defra’s Chief Scientific Adviser, Professor Ian Boyd, is reviewing our strategic approach to plant health, now one of Defra’s top four priorities.

We also need to make more of what we have. Improving our woodland will help to drive economic recovery, as we work with landowners to bring neglected woodlands back into management, creating jobs and growth as well as benefits for wildlife. The industry’s new action plan, Grown in Britain, which is being developed under the energetic leadership of Dr Peter Bonfield, is one of the most exciting developments for the sector in a generation.

We must take the long view, using our expertise to help others create resilient new woodlands for the future. Our goal will also be to expand existing woodland cover where it will most benefit the economy, communities and the environment.

If we get all of these things right, our woodlands will make an increasingly vital contribution to our rural economy and the quality of our environment – both key priorities for Defra.

Many of these ambitions are wider challenges for the sector and society as a whole. We look forward to working with the many groups that have shown such passion for our nation’s woodlands as, together, we turn the Panel’s vision of a new woodland culture into reality.



Images from top:
David Heath, Minister
of State for Agriculture
and Food and Sir Harry
Studholme, Forestry
Commission Interim Chair.



What we do

The Forestry Commission works with others to protect, improve and expand our nation's forests and woodland, increasing their value to society and the environment.

Increasingly we are focussed on supporting economic growth and job creation – for example by bringing neglected woodlands back into management and supporting wealth creating businesses on the Public Forest Estate. We will continue to balance what is good for our economy with what is good for people and the environment.

The way we work continues to change. We are becoming more of an 'enabling' than a 'doing' organisation, inspiring others to protect, improve and expand woodlands in England. We will do those things that only the Government's forestry experts can do. This will mean retaining a core of forestry expertise with the capacity to deliver a range of functions, duties and powers across the entire woodland resource. We will be on the front foot in response to further

devolution in Great Britain, to ensure we can deploy our expertise in the most efficient and effective way to implement the Government's forestry policy.

England's woodlands are a vital national asset and we need to make this asset more resilient. This means a forestry sector and woodland resource that grows, but also adapts to the impacts of pests and diseases and a changing climate. Forestry needs to be financially sustainable and well equipped to respond to existing and future challenges.

The Government has agreed with the Independent Panel on Forestry that the Public Forest Estate should remain in public ownership with a new body set up to hold it in trust for the nation. We will develop detailed plans for this new operationally-independent body, taking on board stakeholder views.

The primary role of the new body will be to protect and improve the Public Forest Estate for future generations. Under a clear long-term remit it will be charged with generating a greater proportion of its income through appropriate commercial activity and with maximising the social, environmental and economic value of the assets under its care.

Much of our work is through joint working with Defra network bodies, particularly Natural England and the Environment Agency. After the Triennial Review of Natural England and the Environment Agency reports in spring 2013, the Government will confirm the future organisational arrangements through which forestry expertise and functions will be delivered. The Rural Development Programme for England (RDPE) currently plays a key role in supporting forestry. The exact arrangements and resources for RDPE under the 2014 – 2020 programme will also be clarified in 2013/14.

Our priorities

Everything we do is focused on achieving the following objectives, in priority order:

Protecting England's trees, woodlands and forests from increasing threats such as pests, diseases and climate change.

Improving our woodland assets, making them more resilient to these threats and increasing their contribution to economic growth, people's lives and nature.

Expanding our woodland resources to increase their economic, social and environmental value.

While dealing with changes we have continued making progress with the sector on these objectives. The area of woodland managed increased to 53% in 2012/13. We will work with the sector to increase the rate of progress, expecting to reach 66% in management in five years.

The rate of woodland expansion accelerated to 1,942 hectares per year in 2011/12, up from 1,775 hectares in 2010/11. The average rate of progress in the last few years would result in woodland cover of 11% by 2060. We will work with the sector to increase the rate of progress, expecting to reach 12% by 2060.

Chalara dieback of ash reinforced the importance of the threats of pests and diseases to England's woodland. It also reinforced the power of the partnerships across the sector and how much the people of England care about their woodland. We will intensify our efforts to protect England's woodland, aiming to reverse the worrying increase in threats from pests and diseases.

Below we set out in more detail what we are doing to achieve these priorities and evidence of the impact we are having, using case studies and indicators of key outcomes.

Forest Services Areas



Forest Enterprise Districts



Key actions for 2013/14

Taking forward commitments set out in the Government's Forestry and Woodlands Policy Statement, we will work with Defra to:

- develop arrangements for a new operationally-independent Public Forest Estate management body.
- review the Government's forestry functions alongside the Triennial Review of the Environment Agency and Natural England.
- clarify the exact arrangements and resources for the Rural Development Programme for England 2014-2020.
- develop more detailed plans for implementing the other parts of the Government's Policy Statement.

Ash survey delivered in record time

Case study



As the Plant Health Operations Manager for the Forestry Commission, Ben Jones was one of the first people in the country to receive a telephone call about several sightings of ash dieback in woods and hedgerows in East Anglia. "I, and my three colleagues in the Plant Health Team, had been working for several months tracking down a number of imported ash trees that had been found to have the *Chalara Fraxinea* fungus. But up until we got the phone call about the potential sightings in East Anglia, there was no evidence that *Chalara* was in the wider natural environment," says Ben.

A pattern soon emerged, confirmed by the laboratory, that samples taken in several sites in Norfolk and Suffolk were indeed infected with *Chalara Fraxinea*. Steve Scott, who manages the Forestry Commission's East and East Midlands Area, and his team decided to produce a series of You Tube short videos explaining about *Chalara* and how to spot the signs. From the outset these were popular, receiving over 70,000 hits and highlighting the mounting national concern over the fate of the UK's 80 million ash trees.

In November 2012 a meeting of the Government's emergency committee COBR was held and the Forestry Commission carried out a national survey in less than five days to find the extent of the *Chalara* disease. "It was a huge task. In my area alone there are 100,000 separate woodlands with every one having at least one ash tree and in some cases thousands," says Steve and adds, "The scale and speed of the survey was unprecedented. We had hundreds of people giving up their weekend, not only from the Forestry Commission but also from other Government agencies. It highlighted just how committed our people are, as well as having fantastic partners who rallied to the cause."

The Government's Food and Environment Research Agency (Fera) was first in line to help. The agency had already been working closely with the Forestry Commission's Plant Health Team for several months, on tracking down the imported trees that were

found to have *Chalara*, so it was well placed to assist in this new development.

Kelvin Hughes, Head of Inspectorates for Fera, says "Normally it takes about five days to turnaround a molecular biology test. But for this national situation we dropped everything and got the samples analysed in 48 hours by taking people off other jobs and focusing just on this. The Forestry Commission was in charge of the overall operation and it worked very well. It was a good partnership."

The results of the national survey confirmed that *Chalara* was heavily present in Norfolk, Suffolk and Kent and sporadically further up the east coast of Britain. Towards the end of 2012 Defra produced an Interim *Chalara* Control Plan with the Forestry Commission and others working in the public, private and third sectors.

Another interim report was from the Government's Tree Health and Plant Biosecurity Expert Task force. This looked at the big picture concerning tree health and came up with a series of recommendations to meet the risk posed by pests and diseases in a changing climate.

Ben Jones also has his eye on the big picture as well as considering the future of ash trees in the country. "There was a lot of concern initially that we would see a swathe of dead ash trees spreading across Britain. Evidence from other countries in Europe seems to be that the more mature trees often withstand the disease, although younger trees tend to succumb. While the disease may well weaken the older trees and make them more vulnerable to attack from other pathogens, it will not necessarily kill them or, if it does, it will be much slower compared with the younger trees."

Ben adds, "Ash will still be part of the English landscape, but inevitably this will change given this disease. We all need to think about what should replace ash trees as they die but also more widely how we manage our trees and woodlands in the light of increasing numbers of new pests and diseases."

Protection

We will protect our woodland resource and increase its resilience to pests, diseases and the impact of climate change so that our woodland continues to deliver a wide range of economic, social and environmental benefits.

Protecting our woods and forests, especially our ancient woodland, is our top priority. Tree pests and diseases present a clear threat to our nation's valuable woodland assets and the multiple benefits they provide. We have increased the priority given to tree health and continue to work in close collaboration with Forest Research, Fera (Food and Environment Research Agency) and Defra's Plant Health Policy programme.

Chalara dieback of ash is just the latest in a series of pests and diseases threatening our trees.

- In 2012/13 alone we addressed new outbreaks of sweet chestnut blight, oak processionary moth and Asian longhorn beetle.
- This was on top of diseases already prevalent such as *Phytophthora ramorum*, *Dothistroma* needle blight and acute oak decline.
- With *Phytophthora ramorum* found recently as far north as Kielder Forest, the Public Forest Estate has had to react fast with significant felling programmes.
- The industry is adapting to *Phytophthora*. Sawmills are now geared up to take infected timber and new products are being developed to make use of this timber.

We need to increase forestry's resilience to a number of potential new threats from around the globe. We are already giving a greater priority to tree health research with an additional £1m of research funding from Defra announced in September 2012 and a greater proportion of Forest Research's funding going to research in this area.

We will radically reassess our approach as part of a wider, more robust, long-term plant health regime. We are looking to build on our rapid and effective response to the Asian Longhorn beetle outbreak in Kent in 2012. Through a series of local 'draw down' contracts covering England we are strengthening the capacity and awareness of the sector and we are increasing our ability to respond to similar events.

We are taking a collaborative and proactive approach to reduce the spread of oak processionary moth (OPM) in the Greater London area. This involves working closely with London Boroughs, the Royal Parks, other organisations and private landowners to develop an OPM control programme. An OPM Advisory Group is working with us and additional funds and resources are being made available to support for prophylactic spraying of infected sites under Statutory Plant Health Notices.

In late 2012 Defra's Chief Scientific Adviser, Professor Ian Boyd, convened a Tree Health and Plant Biosecurity Expert Taskforce to review the strategic approach to plant health. This Taskforce will publish its final report in spring 2013 and we will work with Defra and its agencies to implement the Government's response to this report.

Forestry Commission England cannot win the fight against tree pests and diseases by itself. Industry, landowners, civil society organisations and the wider public all have a role in dealing with immediate threats and making our woods more resilient in the long-term. Our collective response to *Chalara* dieback of ash shows what can be achieved when we focus our attention and work collaboratively. We will build on this partnership approach in 2013-14.



Tackling oak pests – a partnership approach

Three years ago Pamela Bale had never heard of the oak processionary moth. Today the West Berkshire local government councillor is all too familiar with the life-cycle of this pest that not only can cause serious damage to oak trees, but also pose a health hazard to the public.

The moth was first discovered in Pangbourne in 2010, on an oak tree in the gardens of a recently built private housing development. “The Forestry Commission was contacted and confirmed that it was indeed the oak processionary moth,” says Pamela and adds, “They carried out an initial survey and discovered that the moth had already spread to a number of other gardens.”

An investigation by the Forestry Commission revealed that the original oak tree had been imported from mainland Europe in 2008 and that this was the likely cause of the infestation. While the moth, which is a native of southern and central Europe, lives only a few days, its time as a caterpillar is the cause of concern. The caterpillars group in large communal nests and can cause serious damage to oak trees by stripping them of their leaves. But their thousands of tiny hairs also pose a risk to human health such as skin itching and rashes, and less commonly breathing problems and eye irritation.

The Forestry Commission required, under the Plant Health Order, that trees with evidence of the oak processionary moth should be sprayed with an approved insecticide. They worked with West Berkshire District Council's to arrange for all the trees to be sprayed by one specialist contractor. West Berkshire's senior tree officer, Arthur Cullen, says “We got a grant from the North Wessex Downs Area of Outstanding Natural Beauty, as well as the council providing some financial assistance from its tree maintenance budget.”

Ecologist Martin Townsend, who works as a Plant Health Inspector for the Forestry Commission, was already familiar with the oak processionary moth when he found out about the outbreak in Pangbourne. “As Pangbourne is a village, I knew there was a chance that we could eradicate the moth here provided it had not spread far, and I could get to the oak trees to check whether they were infested or not,” says Martin.

Arthur Cullen believes that good communications, combined with a collaborative approach, has been essential to tackling the pest problem in Pangbourne. “The Forestry Commission has been very helpful right from the start from thoroughly surveying the area, to being available to answer questions from residents and keeping us up to date with the latest research in the field,” he says.

And this approach seems to have paid off. In spring 2011, eight trees were sprayed in the village and subsequently 25 trees were found to have an infestation of oak processionary moth. A year later, following the spraying of over 100 trees, the Forestry Commission found only three trees with the pest.

Unfortunately, this is not the case in South West London which has experienced outbreaks for a number of years and more recently on the Bromley-Croydon boundary. While the scale and size of the issue in London is very different from Pangbourne, the city is also taking a collaborative approach to dealing with the oak processionary moth.

Andrew Hoppit, the Forestry Commission's project lead on oak processionary moth, is working closely with a range of different organisations in the capital including London Boroughs, the Royal Parks, the National Trust, Kew Gardens, the City of London as well as private landowners who have oak trees on their land.



Diseases are not the only challenge:

- Deer and grey squirrel populations have a significant impact on the successful establishment and regeneration of new woodland, woodland management, the quality of timber and the quality of woodland habitats.
- Similarly, we need to control invasive plant species such as *Rhododendron*, which acts as a host for *Phytophthora ramorum*.
- We will continue to support landowners' collaboration to ensure sustainable management of wild deer populations, effective control of grey squirrels and other invasive species and to encourage natural woodland regeneration.
- Climate change is also a threat to our woodland, both in itself and because it compounds the threat of pests and diseases. The long-term nature of forestry means we must act now to respond.

We will encourage the planting of a broader, richer range of species and a wider genetic base to create resilience in the face of the challenges from pests and diseases and climate change.

Forest Enterprise in England will continue to demonstrate best practice to the wider sector, helping it learn more about how to adapt. As a result of the 'Climate Change Action Plan' for the Public Forest Estate, Forestry Commission nurseries will now grow a much wider variety of species, with up to 20 different species of conifer, compared with 6 species grown in recent years.

Key actions for 2013-14

- Use our expertise to deliver actions from:
 - The Tree Health and Plant Biosecurity Expert Taskforce.
 - The Tree Health and Plant Biosecurity Action Plan.
 - The Government's *Chalara* Control Plan.
- Develop and deliver an oak processionary moth control programme.
- Work with the nursery trade and forest industry to ensure they plant a healthy, diverse selection of tree species.
- Work with Natural England, Environment Agency, Marine Management Organisation and Defra on the Climate Change Adaptation Delivery Group to implement relevant parts of the National Adaptation Programme.

Indicators¹

- Impact: Hectares of woodland covered by plant-health notices (includes notices issued on the Public Forest Estate).
- Impact: Percentage of known tree felling that is carried out with Forestry Commission approval.
- Impact: The scale of threat from tree diseases – new indicator under development.
- Woodland: Resilience to climate change based on the size and spatial configuration of areas of woodland.

1. See Annexes B to D.

Species diversification and plant health



Until recently tree planting on Cannock Chase and other large pine forests managed by Forest Enterprise has been dominated by Corsican Pine. In recent years many of these crops have been badly affected by the fungus *Dothistroma*.

Some of the worst infected crops are being heavily thinned to allow more air to pass through the trees and hopefully reduce the effects of the disease. This also creates conditions that are conducive to establishing some of the more sensitive tree species that require shade and shelter to become established. So areas of thinned pine are being underplanted with a variety of species including: Douglas Fir, Coast Redwood, Western Red Cedar, Atlantic Cedar, Silver Fir. This increase in the variety of species will we hope increase the resilience of the forest to both disease and climate change.

Partnership fuels progress

Waitrose has long been synonymous with quality – from its groceries to its customer service – and the same is now true of its approach to carbon reduction. The supermarket giant has teamed up with the forestry sector, and in particular the Forestry Commission, to deliver an innovative sustainable woodfuel project at its store on the Isle of Wight. The project is set to be the first of many and not only focuses on reducing the store's carbon footprint but also on how it can utilise existing supplier relationships with local farmers and suppliers to source the timber required.

Toby Marlow, General Manager for Sustainable Development within the John Lewis Partnership, explained: "For some time now we have been exploring the use of wood as the fuel to power a new combined cooling, heating and electricity (CCHP) system at some of our stores. At an early stage, we decided to work closely with the Forestry Commission to tap into their expertise. As a result, our first CCHP system has now become a reality in East Cowes. Importantly, the Forestry Commission has the networks in place to link businesses like ours with local woodland owners who can provide the necessary wood to ensure the long term success of such a project."

Matthew Woodcock, Partnership and Expertise Manager for the Forestry Commission in the South East, said: "The use of woodfuel is becoming increasingly popular for its clean, low carbon benefits and the Forestry Commission's role in developing the market is three-fold. Firstly, we provide reassurance about the sustainability of the woodland resource. We also provide general encouragement to organisations and individuals considering renewable fuels. We provide them with the tools to start implementing that carbon neutral strategy that they've been planning.

Finally, we provide technical advice about the woodfuel supply chain – the whole journey from forest to boiler, including the practical aspects of processing the wood and transporting it."

The Forestry Commission is eager to encourage more businesses like Waitrose to consider investing in woodfuel. Local demand can prompt land owners to create new areas of woodland which has a variety of knock-on benefits, not least the fact that in areas vulnerable to flooding, creating new forests in strategic 'up stream' locations can help manage flood flows, benefitting local communities.

Matthew adds: "The Forestry Commission is committed to creating local networks – linking organisations that want to use wood with local suppliers. Our aim is to facilitate introductions between local woodland owners, managers, contractors and businesses to develop the supply chains of the future. We want to shorten and simplify supply chains to reduce the overall carbon footprint of woodfuel and ensure the long term viability for both buyer and supplier."

Toby concluded: "The Isle of Wight store is a blueprint for what we hope to roll out to many more Waitrose stores – ultimately developing low carbon stores across all of our sites. Having the Forestry Commission as a partner in this has given us the confidence to move forward with real purpose, safe in the knowledge that our systems are sustainable in the long term."

The Waitrose partnership and others like it, demonstrate a fantastic opportunity not only for our environment but also our economy, which will have a positive impact on both woodland management and creation for years to come.

Case study



Improvement

We will sustain, manage and improve our national woodland assets to drive economic growth and achieve a wide range of benefits for people and nature.

Just over half of England's woodlands are managed in accordance with the UK Forestry Standard guidelines. This includes the entire Public Forest Estate which amounts to 17% of England's woodlands.

- We will work with the sector to increase the amount of woodland managed according to the UKFS guidelines. We aim to have two thirds of woodlands under management after five years, at which point we will review progress.
- We will continue to work with industry leaders to develop and then help industry to deliver the "Grown in Britain" initiative to increase markets for domestically grown timber. Our goal is to develop private sector funding that supports the planting and management of our woodlands and forests, and to create a new and stronger market pull for the array of products derived from them. We also aim to create a strong woodland culture that captures personal health and fitness, well-being and community, and encourages the use of more wood and forest products. We will raise the profile of the Grown in Britain action plan by using its brand on wood harvested from the Public Forest Estate in England.

- We will continue to reduce the burden of regulation by completing our implementation of the Government's response to the Forestry Regulation Task Force. This will help the sector bring woodland into management by taking advantage of market opportunities such as woodfuel.
- We will increase the variety of ways we can use our woodlands on the Public Forest Estate. For example in Thetford Forest new Forest Design Plans will ensure that Mildenhall Woods can deliver multi-purpose benefits for timber production, recreation, archaeology and biodiversity.
- Following the success of the Long-term Timber Contract renewal exercise in northern England, in 2013-14 Forest Enterprise will begin the process of renewing Long-term Contracts for standing timber sales and logs in southern and central England. Long-term Contracts will help underpin substantial capital investment and secure employment in the privately owned timber processing sector for the benefit of all woodland growers.



40 million visits per year



Trees and tourism

Would you like to escape the stresses of modern life with a family holiday in the great outdoors? As the idea continues to grow in popularity, the Forestry Commission is strengthening its relationship with Forest Holidays and Camping in the Forest to maximise tourism opportunities across England's forests.

In recent years, the partnership with both organisations has resulted in significant revenue and job creation in and around key forest locations. Following an agreement in October 2012, this is now poised to grow even more with additional tourist sites planned in the near future. Under the agreement, Forest Holidays and Camping in the Forest will take responsibility for managing the administration and maintenance of their cabin and camp sites, whilst the Forestry Commission focuses on maintaining the wider forest environment.

David Williamson, the Forestry Commission's Head of Recreation and Public Affairs, explained: "Forest Holidays specialises in short breaks in luxury cabins whilst Camping in the Forest provides campsites in prime forest locations throughout England. Both types of site create significant local job opportunities – with cabin sites, for example, generating as many as 30 to 40 full time equivalent jobs, ranging from reception staff and site managers to rangers and cleaners."

"The sites also generate significant income for the local rural economy by boosting tourism and bringing new visitors to the area. This has a beneficial effect on local communities, as visitors use the local pubs, restaurants, cafes and local leisure providers such as cycle hire facilities, pony trekking and canoeing. Forest Holidays cabin sites have also provided opportunities for the creation of new enterprises, as communities increase their range of services to accommodate the needs of tourists. All of this activity creates much needed rural jobs."

Richard Palmer from Forest Holidays said: "We have an excellent relationship with the Forestry Commission and their rangers help to make sure our visitors appreciate and understand the forest environment they are staying in. The cabins are sympathetic to their surroundings and our ethos of providing high quality, short break accommodation in stunning natural environments has proved really successful. We've seen an increase year on year in visitor numbers and we currently enjoy a 95% occupancy rate. There's a high demand for our short stay breaks, with customers repeat booking – which is good news for us and good news for the Forestry Commission."

Spencer Pettit from Camping in the Forest commented: "Over the years, we've also developed a great working relationship with the Forestry Commission. We have the responsibility for site maintenance and they manage the forest environment – which is what our guests come to enjoy. Camping is affordable and accessible to most people, so more people are able to enjoy the forest environment and we've employed more staff to manage our sites as a result. Increasing the number of campsites really is a win-win situation when it comes to broadening the appeal and increasing the use of England's forests. We all profit from the associated economic growth and the benefits associated with increasing visitors to our forests in a way that has a low impact on the environment."

David concluded: "As a result of our partnerships with Forest Holidays and Camping in the Forest, more and more people are experiencing first hand the joys of the forest environment with a relaxing short break. Ultimately this delivers on our 'triple bottom line' objectives – as it's good for people, good for wildlife and good for the local rural economy."



Forest Enterprise apprenticeships – working to change lives

In October 2012 Sophia Johnson received a phone call that was life changing. The 28-year-old former occasional fire-fighter and supermarket worker found out that out of 2000 applicants she had been chosen for an apprenticeship as a forest craftsperson.

"I read the email from the Forestry Commission and couldn't quite believe that I had been offered one of 20 places across England, particularly given the number of people who had applied and the fact that I didn't have a degree or anything similar," says Sophia. "It wasn't easy as we had both a practical test as well as an interview, but I am so pleased I applied. To spend two years training in forestry skills is really the chance of a lifetime. I am going to soak up every minute," she says.

It is the first time that the Forestry Commission England has run an apprenticeship scheme for forest craftspersons. Over an 18 month to two-year period, the apprentices will work towards professional qualifications and be teamed up with experienced staff in rural areas around the country. They will develop a broad range of practical skills such as planting trees and using chainsaws, alongside areas such as communications, health and safety and working with the public.

Afterwards, the apprentices will be able to apply for a number of highly skilled jobs in rural areas.

"Many years ago we used to have a much larger forestry workforce and people learnt on the job. That is now not the case and today we have much smaller teams of highly skilled, highly flexible people. The apprenticeship scheme offers us a way of training people relatively quickly but also giving them a solid grounding in the forestry industry," says John Tewson, Head of Forestry and Land Management, Forest Enterprise.

While John hopes that many of the apprentices will stay on at the Forestry Commission, he also recognises that some may well take up other opportunities elsewhere in the industry.

"Of course we hope that a lot of them will stay with us, but we recognise as a Government department and the largest forest manager in the country, that we have a role to play in training people for the industry as a whole."

John sees the scheme as offering not only a good grounding for a forest craftsperson, but also a great foundation for those who are interested in future management roles within the Forestry Commission.

Forest Enterprise is contributing to economic growth by working with local businesses to provide exciting holidays in natural surroundings while creating jobs and bringing tourists to new areas of England. We will work with Forest Holidays to develop new forest cabin sites across England.

Resilient woodlands need a skilled workforce. Forest Enterprise will launch its new apprenticeship scheme in 2013 which will train 20 apprentices over the next two years, at locations across England. We will also continue to work with industry and training providers to deliver the Forestry Skills Initiative which will train up to 45 new entrants to the forestry workforce.

To attract and retain skilled workers, forestry has to be a safe profession. Forest Enterprise and Forest Services have signed up to the Forest Industry Safety Accord, an industry led initiative to improve health and safety in forestry.

264

walking trails



Plymouth Tree Partnership

Aiming to plant over 11,000 trees across Plymouth over four years, the Plymouth Tree Partnership is a strong example of local action for trees. Chaired by Tree Warden Andrew Young, the partnership works with both local communities in their neighbourhoods and strategically with the City Council. A grant from the Big Tree Plant of over £45,000, matched by over £80,000 of locally raised support, is providing the finance.

Many projects are proposed by local communities and wider consultation and planting plans are assisted by skilled Tree Wardens. Plymouth City Council is regularly involved to ensure landowner permission, to give a strategic overview and liaison with contractors and maintenance schedules.

Over 24 sites were planted in 2011-12, ranging from central business district public spaces to play areas adjacent to social housing. Many sites are in deprived areas with poor tree cover or little green space.

Local people are becoming 'Tree Friends' forming a growing network of people with an interest and commitment to Plymouth's trees into the future.



Case study Changing our culture to save lives

Ten years ago the construction industry had the worst safety record of any industry in the UK. But with a determined focus on health and safety, its accident statistics have dropped dramatically. Today, in the forestry sector, there is an average of 10.4 fatalities for every 100,000 workers* – a figure more than three times that of today's construction industry and one which has prompted decisive and positive action.

September 2012 saw the launch of the Forest Industry Safety Accord (FISA), developed in conjunction with the Health & Safety Executive by a wide number of forestry industry partners, including the Forestry Commission and Confor.

In order to create the Accord, a dedicated UK Forest Safety Group was established to provide the necessary strategic direction and impetus to raise health and safety standards across the industry. The Group's ultimate goal is to make forestry safer for everyone and the Accord is the first step in making this a reality as it contains a series of actions which will make a new culture of safety a priority for all those working in forestry.

Stuart Goodall from Confor, one of the contributing organisations, commented: "The Forest Industry Safety Accord embraces everyone working in the industry – from suppliers and contractors to wildlife rangers and mechanical and civil engineers. Everyone is involved in improving health and safety as there is a collective responsibility to challenge unsafe practices".

John Tewson, Head of Forest and Land Management at the Forestry Commission explained: "Forestry currently has one of the worst health and safety records of any industry in England and significant changes and improvements need to be made."

"There are some quick wins which we can focus on, such as everyone having a first aid kit on their person when they are working in the forest, and wearing safety footwear. Policing and enforcement will be necessary, but creating a positive culture where every worker understands that it's their responsibility to think safety and confront unsafe practice is far more important to really instigate change."

"The challenge for our industry is to recognise the huge variety of the work that takes place and make sure that it's all carried out safely. Unlike the construction industry, there are many different workplace settings to consider and each will have their own considerations relating to the environment and the type of mechanical equipment that is used."

John concluded: "Improvements to the industry's health and safety record require sustained commitment and action. Following the launch of the Accord, and creation of the FC England Health & Safety Group, we're now working up our own plan of actions. Whilst the many small changes we can expect to come out of the group will take time to become an integral part of how we operate, I'm confident that we can make significant progress."

"There is a real acceptance across the industry that things urgently need to change and a willingness to make changes. No one wants themselves or their loved one to be injured doing their job. Health and safety has to become as second nature as putting on your seat belt to drive a car."



* Figures relate to the five years up to March 2012.



A warm Westonbirt welcome

Nestled in the heart of the Cotswolds, Westonbirt Arboretum is internationally renowned for its extensive tree collection, picturesque views and tranquil atmosphere spread across 243 hectares of park and woodland. Classified as a Grade 1 registered landscape because of its rich heritage dating back to the 1850s, the National Arboretum is about to undergo an exciting transformation which will ensure a very modern welcome for its 350,000 annual visitors.

Thanks to funding from individuals, trusts and foundations (including £500,000 from the Biffa Award and £1.9 million from the Heritage Lottery Fund), the Arboretum is embarking on the construction of a new Welcome Building, a new car park and the restoration of the downs landscape currently used for visitor car parking.

Simon Toomer, the Forestry Commission's Forest Management Director at Westonbirt explains: "The project will help more people connect with trees and their stories and understand what makes the Arboretum such a special place. Thanks to the ongoing efforts of the Friends of Westonbirt Arboretum and our 250 volunteers, people will be able to gain a deeper enjoyment and appreciation of our trees for many years to come."

Simon continued: "The Victorian creator of the Arboretum, Robert Holford, would have personally introduced the Arboretum to his guests and we'd like to do the same, using the Welcome Building. It's a chance for visitors to learn more about the Arboretum's incredible history and the 3,000 types of trees we have at Westonbirt – impressive when you consider that, in the British Isles, there are only 35 different types of tree!"

Following the completion of the project in summer 2013, the Forestry Commission will be working with its supporters – the Friends of Westonbirt Arboretum – to implement a second phase of work. Phase two will see the construction of a Tree Management Centre and a Tree-Top Walkway to enable visitors to get high amongst the branches and view the beautiful landscape from a different perspective. In addition, a wide range of activities and events are planned for the Arboretum once phase one of the project is completed. Already popular for 'Woodfest' – a celebration of wood through furniture and carvings – and its 'Forest Live' programme of open air music concerts, Westonbirt attracts people from far and wide.

David Williamson, Head of Recreation and Public Affairs at the Forestry Commission, explained: "We believe the project will help us to reach out more easily to the wider community and beyond – although the biggest challenge we face is that our visitors are very seasonal, with spring and autumn particularly popular times of the year. By staging various summer events we hope to attract more visitors in those months in between."

However, as well as increasing tourism and bringing new people to the area, the Forestry Commission is confident that the project's legacy will also be evident through an increase in community involvement – ultimately ensuring future generations connect with the trees and landscape that make Westonbirt unique.

the friends
of Westonbirt
Arboretum



Tree top views

It is a rare event to see a red squirrel these days unless you happen to be on the Isle of Wight which has the most stable population in the country. Over the last ten years the Forestry Commission has been running a special grant scheme on the island to encourage landowner's to plant new woodlands, not only to protect the red squirrel but also other rare mammals.

Palmers Farm is part of the undeveloped north east coastal area of the Isle of Wight leading to the internationally renowned King's Quay with its natural beaches, vegetable shingle spits and intertidal marshes. Where the salty water stops a mixture of native broadleaf trees hug the coast. Peter Rogers became the owner of Palmers Farm in 1986. What has really sparked Peter's interest over the last 26 years is developing the habitats and wildlife on his land.

"When I looked into the history of the area, only 200 or 300 years ago much of the land would have been wooded. Over the years the land was gradually taken up by agriculture and increasingly I felt I wanted to redress this imbalance," says Peter.

Peter's interest in developing his land for wildlife coincided with a Forestry Commission scheme to increase woodlands on the island with a view to protecting rare mammals.

"The Jigsaw grant scheme was designed to encourage the expansion and linkage of semi-natural woodland to protect nationally rare species including red squirrel and dormouse. At the same time it enhanced the landscape of this part of the Isle of Wight," says Michael Pittock who works

for the Forestry Commission on the Isle of Wight. "However, we don't just provide grants but also advice and contacts to help landowners ensure the long term sustainability of their woods."

The funding has enabled new woodlands to be planted across the island equivalent to the size of 355 football pitches – increasing woodland cover on the island from ten to 12 percent.

Richard Grogan, from the Wildlife Trust, adds, "The Jigsaw scheme was fantastic news for the island. Extending woodlands provides a huge benefit to rare species, including red squirrels, dormice, long-eared owl, wood cricket, narrow-leaved lungwort and several species of bats. Not only this, but it also provides a huge improvement in the quality of life for people on the island too."

Many of the new woodlands can be used by local people and in some cases form new links between existing public rights of way. While the scheme has changed a little, Jigsaw is still on offer on the island and promises to continue to increase woodland cover for years to come.

The Forestry Commission also recognised the importance of developing a long term plan for the management of woodlands. "We are hoping that by harvesting wood products through sustainable management, Jigsaw woodlands will pay for themselves in future but in the early days we have given grants to help support their sustainable development."

We will continue to explore opportunities for promoting and supporting community action based on woodland and for increasing access to woodlands.

- Forest Enterprise will allocate increased resources to enable each District to develop locally distinctive community involvement that is right for each area.
- Forest Enterprise will launch its new Learning Strategy in spring 2013 which will enable everyone, everywhere, to connect with the nation's trees and forests so that they understand their importance and the role of the Forestry Commission in their management.
- We will continue to manage the Big Tree Plant Grant scheme, enabling communities to plant 1 million trees by 2015. The focus will be on engaging communities in deprived areas or those that lack green space. For 2013-14 we estimate 450,000 trees will be planted.
- We will work with landowners and others to explore opportunities for increasing access to woodland, particularly those close to towns and cities where the greatest number of people can enjoy them.

We will encourage woodland management and creation that helps conserve and enhance wildlife. When levels of funding are established, we will work out the extent to which woodland management and expansion can contribute to the outcomes for improved habitat condition and extent of new habitat in Biodiversity 2020, the strategy for England's biodiversity.

Our approach will be underpinned by the key principles of the Lawton report "Making Space for Nature", leading to habitats that are bigger, better and where appropriate more connected, as set out in the Natural Environment White Paper (NEWP). We will support Nature Improvement Areas (NIAs) and targeted Local Nature Partnerships to promote local action to protect, improve, and expand England's woodland.

Action across the Public Forest Estate will deliver major contributions to the ambitions of the NEWP, as resources and opportunity allows. In particular, the Public Forest Estate will be contributing through the restoration of ancient and native woodland, the expansion and connectivity of open habitats, and through actions aimed at addressing water quality and flow issues identified by the Environment Agency.

The Public Forest Estate will continue to balance the needs of wildlife with the desire for people to use their woodlands for recreation. This will involve the restoration of ancient woodlands and enhancement of populations of rare and declining animals and plants, from birds and beetles through to fungi and lichens. 2013 will be the year in which the Public Forest Estate agrees its commitment to Biodiversity2020 in an action plan prepared together with Natural England.

Key actions for 2013-14

- Work with businesses and civil society to increase capacity for providing targeted advice about woodland management.
- Work with advisors from across the sector to develop a low burden, risk-based approach to implementing the UK Forestry Standard.
- Work with businesses on industry-led actions which increase the amount of timber being sold and which help woodland owners manage their woodlands.
- Work to improve and restore our native and ancient woodlands and open habitats through renewing our commitment to the policies set out in the Open Habitats Policy and Keepers of Time.
- Publish a strategy for Open Habitat Policy Delivery on the Public Forest Estate.
- Fund a pilot project to assess and improve the condition, quality, and connectivity of Public Rights of Way for woodland access by foot, cycle and horse.
- Work with forest industry partners to make significant improvements to health and safety within FC England and across the sector.
- Launch a new initiative to develop further the involvement of local communities with the Public Forest Estate.
- Launch the Forest Enterprise Apprenticeship Scheme 2013-15.

Indicators²

- Impact: % of woodland in active management.
- Impact: Hectares of restoration of plantations on ancient woodland sites (PAWS) and open habitat.
- Woodland: Woodland birds' index.

2. See Annexes B to D.



Over half the population lives within 6 miles of one of our forests or woods



Case study

Woodland Carbon Code

Moorside Woods in Cumbria is a Woodland Carbon Code certified project comprising 34 hectares of native species planted in January 2010. The new woods are expected to lock up nearly 20,000 tonnes of CO2 over the next 100 years. Steve Prior, Director of Forest Carbon, who brokered the project said: "We were proud to be the developers of Moorside Woods, the first project in England to achieve validation under the Woodland Carbon Code and we're looking forward to creating many more

high quality new woodlands across the UK for environmentally conscious businesses." James Osborn, the landowner who planted the woodland to improve the environment, has set out a vision for its future: "Our native broadleaf woodland will provide links to adjacent woodlands and to the surrounding landscape – it sits on the edge of the Lake District National Park. It provides a much needed habitat for birds and the choice of tree species reflects this. With Moorside Woods being so near to the Lake District we should have plenty of opportunities to get people interested and involved over the coming years."

A shared aspiration for woodland creation

The Clough Woodlands Project centred on the Dark Peak NIA is a new project to demonstrate new ways of working and to show how land-use change at a catchment scale can be delivered using a partnership approach. The Environment Agency, Forestry Commission, RSPB, Peak District National Park Authority and the National Trust have recently appointed Rob Twiggs as Clough Woodlands Project Manager hosted by the successful Moors for the Future Project. He said "This role will be a fantastic opportunity and bring together my previous experience in land management and flood risk management". There is a shared aspiration for woodland creation which will require close working with land managers in the headwater tributaries of the Upper Derwent catchment. The aim is to create at least 800 hectares of new high quality clough woodland by 2014 that will begin to restore ecological networks, mitigate flood risk and improve water quality and meet the shared objectives of the Dark Peak NIA partnership.

Case study



Case study

Brownfield restoration programmes

The Forestry Commission has successfully developed around 530 hectares of new space around some of the most deprived areas of East London and South West Essex. In 2011 an opportunity was realised with Ingrebourne Valley Limited (IVL), a private sector reclamation company, to develop a new model for delivering greenspace projects through the re-vitalisation of brownfield land.

The reclamation process involves the importation of inert waste to be utilised as a soil forming material which can sustainably support tree growth. The importation process generates an income for the company, part of which acts as a financial 'dowry' allowing the FC to develop and maintain the site into the long term. This model enables the creation of sustainable green spaces that deliver a balanced mix of social, environmental and economic benefits.

The first site in this programme (Little Gerpins, 17 hectares) acted as a pilot for the new model. Following plenty of community engagement, Little Gerpins opened to the public in February 2013. Building on this success, the FC and IVL are actively exploring opportunities to work in partnership on the restoration of a further 160 hectares of brownfield land over the next decade. This represents an opportunity for the FC to significantly increase the Public Forest Estate in deprived areas primarily through the use of private sector investment.

Expansion

We will increase England's woodland cover significantly to deliver economic, social and environmental benefits.

We believe that in many, but not all, landscapes more trees will deliver increased environmental, social and economic benefits. Woodland creation increases the amount of carbon stored in the soil and trees. It therefore helps to achieve national targets for reducing greenhouse gas emissions. We particularly want to see more trees and woodlands in and around our towns and cities, where they can safeguard clean water, help manage flood risk or improve biodiversity. Creating woodland with a diversity of species will play a pivotal role in developing resilience to climate change as well as to pests and diseases.

Applications to plant for the England Woodland Grant Scheme for woodland creation are higher than ever, with over 3,400 hectares expected in 2012-13, compared with over 2,700 in 2011-12.

The Government's ambition is to reach 12% woodland cover by 2060, which would need 5,000 hectares per year of woodland creation. To achieve this we will need to encourage landowners to plant woodland where it best suits local conditions and priorities, with the UK Forestry Standard providing a flexible, low burden benchmark for sustainability. We will also need to attract more private investment in woodland creation.

• We will publish the results of the Woodland Potential Consultation, a joint project with Natural England, which will consider the views of local people and other interests. This will help ensure that planting adheres to the key principle of 'right tree in the right place' and help to shape where we prioritise our woodland creation efforts. Central to this approach will be the creation of as much woodland as possible that can generate income so that its management is financially viable.

- We will explore whether there are aspects of the current regulatory and consultation processes for woodland creation that deter landowners from bringing proposals forward.
- New delivery models are emerging for woodland planting. The voluntary carbon market is already providing funding for woodland creation through the Woodland Carbon Code and we will further simplify this process to make it even more attractive to landowners and funders.
- We will investigate opportunities for increased private investment in woodland creation that will be driven by timber, woodfuel, carbon and water markets. There is real potential for innovative water catchment-based schemes, including those involving water companies, to deliver forestry and water management objectives at the same time. This has been demonstrated by our work targeting woodland creation for flood alleviation in Yorkshire and the Humber.
- We will continue to work closely with the Environment Agency, Natural England and other land management advisers to deliver landscape-scale woodland creation.





Creating a new nature woodland

Over £900,000 has been pledged by the Forestry Commission to create around 200 hectares of new native woodland on Blindburn Farm near Otterburn, Northumberland, as part of the English Woodland Grant Scheme. The creation of this new woodland is a result of the successful partnership between the Forestry Commission, Natural England, Northumberland National Park Authority, Defence Estates (part of the Ministry of Defence – who own this land) and the tenant farmer.

Projects like this rely heavily on landlords and tenants changing traditional farming activities on their land in favour of woodland creation. As well as being used as a sheep farm, Blindburn sits within an area used for 'dry' military training, which does not involve live firing. With the area consisting largely of heather moorland, the Ministry of Defence (MoD) identified a need to diversify the landscape cover and create a woodland environment for troops to train in. The MoD approached the tenant to discuss the proposal. The tenant then worked with a forestry management company independently to put forward the proposal to the Forestry Commission.

The Blindburn Farm project was eligible for all three elements of the English Woodland Creation grant (Woodland Creation grant, Additional Contributions and Farm Woodland Payments.) The project is also linked to an Environmental Stewardship agreement with Natural England, who provide financial support for the management of upland habitats on the remaining area of moorland.

As the land sits within Northumberland National Park, the National Park Authority (NPA) was involved with the planning of the scheme and design of the planting. Mary Gough, Northumberland National Park Authority, explains: "We have a long history of working closely with landowners, tenant farmers, the Forestry Commission and Natural England to create new areas of native woodland within the National Park. We felt that Blindburn offered an excellent opportunity for large-scale native woodland creation, but that the design was critical to ensure that the woodland would look right in the open rolling landscape of the Cheviot Hills and would enable the remaining open ground on the farm to still be managed effectively.

We are delighted that this project has gone ahead and look forward to seeing the woodland develop and both wildlife and people enjoying it."

Neil Dixon from the Forestry Commission was involved in the planting design element of the project: "When looking into what would be suitable to plant on this area, we had to consider the farm's close proximity to nearby Kidland Forest Red Squirrel Reserve. This meant we had to ensure that only small seeded trees such as downy birch, common alder, willow and rowan that are not favoured by grey squirrels were planted to discourage them from taking over this land."

Richard Pow from the Forestry Commission co-ordinated the partnership and concludes: "The field officers have been instrumental in ensuring that the objectives for each party are met in this impressive large scale scheme and we hope to see similar expansion projects take root so that we can help create a greener and more sustainable future."



Wild Ennerdale – shaping the landscape naturally

Ennerdale is a remote Cumbrian valley on the western fringe of the Lake District National Park. It is 9 miles long and extends to an area of 11,640 acres (4711 hectares). It is a spectacular upland landscape with rock outcrops, extensive woodland, dynamic natural rivers, a glacial lake and highly valued flora & fauna. Over 40% of the area is designated as 'Site of Special Scientific Interest' and "Special Area of Conservation".

Established in 2002 Wild Ennerdale is a partnership of people and organisations led by the principal landowners in the valley, The Forestry Commission, National Trust and United Utilities with the support of Natural England. In 2012 15,000 native trees were planted, with the help of the Wild Ennerdale volunteers.

Wild land is a relatively new concept in the UK and involves giving natural process greater freedom to develop our future landscapes. Nature conservation in England is generally focussed on small-scale interventions. Wild Ennerdale is one of the UK's largest wild land projects allowing ecosystems throughout the valley to evolve with greater freedom. Its experience in managing land through minimal human intervention is already widely acclaimed and shared by others.

Three different organisations, Government, Charity and Private Company, are operating as one landowner, with one Vision to:

- Give freedom to natural processes allowing robust, functioning ecosystems to develop on a landscape scale.
- Maximise ecology and landscape value through farming and forestry.
- Consider and respect the historical and cultural assets of the valley.
- Protect and enhance the sense of wildness.
- Develop greater public enjoyment, community engagement and social benefit.
- Establish sustainable business opportunities.
- Monitor change on a large scale and over a long period of time.
- Only intervene where complementary to the Vision or where a threat to the Vision is posed.
- Focus management and decision making more at the landscape scale.

Key actions for 2013-14

- Work with the sector to find new ways of encouraging landowners to plant more trees where it best suits them and their local conditions.
- Pilot an approach to reduce the regulatory burden on landowners who want to plant woodland by clarifying where a full Environmental Statement is unlikely to be required.
- Introduce a carbon registry and a group scheme for the Woodland Carbon Code, support further work on carbon accounting in wood products, and underpin new woodland planting and guidance to businesses on reporting greenhouse gas emissions and reductions.

Indicators³

- Impact: Hectares of woodland created (gross).
- Impact: Projected carbon capture in 2050 on Woodland Carbon Code woodland creation projects.



Research and evidence

Our aim is to develop a resilient woodland resource and enable the sector to protect, improve and expand England's woodland. The advice we provide and the decisions we take are underpinned by the latest evidence. We continually update and build on our expertise through research and practical experience.

We make our decisions in as transparent a way as possible, informed by knowledge from across the sector.

Much of this evidence is provided by the Forestry Commission's world-class research agency, Forest Research, which plays an important role in the forestry research needs of the UK Government, the devolved administrations and the sector.

The latest phase of the Forestry Commission's National Forest Inventory will be completed in 2014. It provides a record of key information about England's woodland and enables us to track the impact of our work in the real-world.

The National Forest Inventory, as well as other data, informs our indicator framework. This evidence is of use to all the people and organisations with which we need to work. Indeed, much of the evidence is composed of knowledge from these organisations. Therefore, we will continue to develop networks for knowledge exchange where needed and get involved in networks where they are already operating.

Forest Enterprise uses research to increase resilience in its woodlands. It applies evidence on species diversification to grow improved planting stock in its nurseries. Forest Enterprise also offers a broad range of locations, for example the research forest at Alice Holt, to enable Forest Research to carry out its work.

Case study Knowledge transfer

The Forestry Commission organised a series of seminars for practitioners from both the private and public sector. These seminars included hands-on examination of lesser used tree species. Much of the information on how to adapt to climate change and pests and diseases is not in a form with which foresters easily engage. Landowners and forest managers often work in isolation from each other, but learn best through seeing actions for themselves, or through others' recommendations. The participants were encouraged to use the free IT decision support systems, and to engage on social media within LinkedIn to share their experiences. In October – December 2012 alone more than 100 people registered for the electronic decision tool and the social media.

Key actions for 2013-14

- Use research published by Defra, jointly funded with us, to work out how to better incentivise landowners to manage and create woodland.
- Use our expertise to contribute to the consultation on a revised Science and Innovation Strategy for Forestry in Great Britain.
- Provide our expertise to the Innovation Group of the England Woodland and Timber Partnership which aims to produce a sector-wide Innovation Action Plan by November 2013.

Corporate Programmes

Government Spending Reviews

We have responded to the challenge of deficit reduction under the Government's Spending Review 2010 (SR10) and have made significant changes to our organisation. In April 2012 the new Forest Service Areas and Forest Enterprise Districts that resulted from restructuring under SR10 went live. In Forest Services, to respond to SR10 changes, more centralised administration was developed in the form of Administration Hubs. In 2013-14 these hubs will start to settle into new ways of working after a period of transition.

As part of SR10 the Forestry Commission received indicative annual budgets up to 2014-15. Annual settlement is confirmed at the start of each financial year. In spring 2013 we expect the two year period 2014-15 & 2015-16 to be addressed through Spending Round 2014 (SR14) which will focus primarily on the first financial year.

Business Sustainability

Our business sustainability programme sets out how we will reduce the environmental impact of our operations and make our business more efficient. We will achieve this by reducing the resources we use and the waste we produce. In 2012-13 a significant joint effort across the Forestry Commission led to our success in gaining ISO14001 (2004) standard certification for our Environmental Management System. This international standard now applies to the whole of our estate.

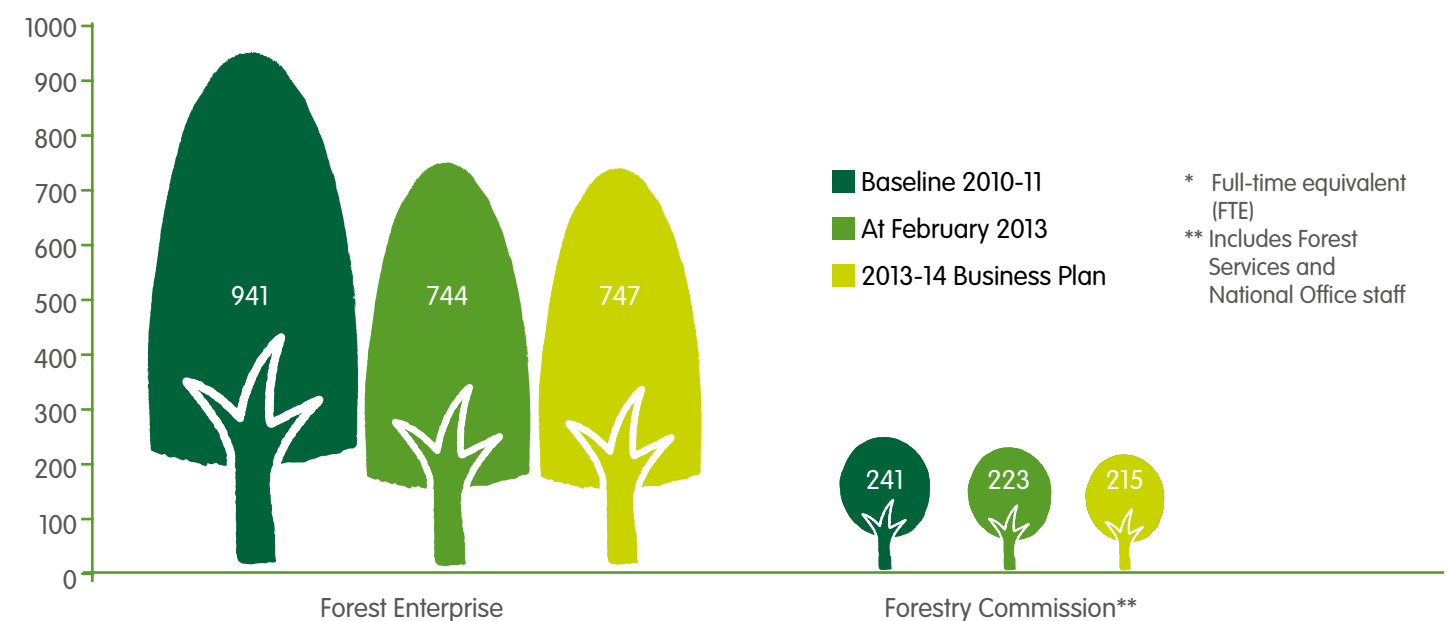
Between 2009 and 2012 we increased the proportion of our building energy coming from renewable sources from 8% to 37%.

- In 2013-14 we will develop a new prioritised programme for investing in our built estate, which will re-emphasise our commitment to renewable energy and reducing our consumption of water.
- In 2013-14 we will refresh the scope of our business sustainability programme. This will ensure that we maintain an ambitious agenda for improving our business in the future.

Changing how we work

We will work with partners in the Defra delivery network on Defra's Strategic Alignment Project to explore new ways of working. This will help us and Defra to achieve improved financial, customer and business outcomes.

Staff numbers*



Annex A: Sources and Uses of Funds

£ million		2012-13	2013-14	2014-15
Correct at 30/01/13		Planned	Planned	Indicative
Source of Funds				
Parliamentary Funding		35.1	29.5	31.1
Forest Services	RDPE*	32.7	33.7	36.0
	Other Income	3.8	3.4	1.2
Forest Enterprise	Trading Income	50.8	51.6	50.2
Total Revenue		122.4	118.2	118.5
Use of Funds				
Forest Services	Protection	5.8	5.7	5.6
	Improvement	28.0	27.4	27.0
	Expansion	20.4	20.0	16.8
	Total	54.2	53.1	52.2
Forest Enterprise	Protection	17.7	16.9	17.2
	Improvement	49.8	47.5	48.4
	Expansion	0.7	0.7	0.7
	Total	68.2	65.1	66.3
Total Expenditure		122.4	118.2	118.5

Notes

1. Parliamentary funding assumes Defra CAP cover of £7.0m in 12/13, £3.5m in 13/14 & £7.0m in 14/15.
2. Parliamentary funding excludes Capital expenditure.
3. FS includes National Office, England Corporate Services and Admin depreciation on Grants and Licences Online System (GLOS).
4. 'Other Income' includes FS project income (Newlands, Woodfuel East) and Plant Health (FERA).

5. 2015/16 Indicative values subject to SR14 negotiations with Defra in spring 2013.
* FC receives delegated authority from Defra on an annual basis to commit funds from the Rural Development Programme for England (RDPE). Funds for 13/14 & 14/15 have been agreed with Defra. From 15/16 a placemaker of £30m p.a. for AXIS I has been agreed subject to formal approval by Defra and EU.

Annex B: Impact Indicators

- Our indicator framework monitors how we are making English woodland and forestry more resilient by working with the sector to protect, improve and expand England’s woodland. The indicators are proxies for the changes we want to achieve in the real world. We use them to provide evidence for advice on policy and setting up mechanisms for

delivery and to enable our partners to hold us to account.

 - Impact indicators focus on the impact of our work with the sector.
 - Input indicators focus on the amount of resource we are using to have this impact.

- Woodland indicators show changes in the state of England’s woodland.

The trends in these indicators are important. We report a sub-set quarterly and the whole framework annually at www.forestry.gov.uk/forestry/infd-8kmhu6

Priority	Indicator	Trend
Protection	Hectares of woodland covered by plant-health notices (includes notices issued on the Public Forest Estate)	✓
Protection	Percentage of known tree felling that is carried out with Forestry Commission approval (i.e. the % of felling that is licensable by the Forestry Commission that is not illegal felling. This excludes felling with development approval)	≈
Protection	Maintain UKWAS Certification on the Public Forest Estate	≈
Improvement	Percentage of woodland in active management (including the Public Forest Estate)	✓
Improvement	Hectares of restoration of plantations on ancient woodland sites (PAWS) and open habitat	✓
Improvement	Hectares of woodland brought into management by woodfuel Woodland Improvement Grant	✓
Expansion	Hectares of woodland created (gross)	✓
Expansion	Projected carbon capture in 2050 on Woodland Carbon Code woodland creation projects	✓
Improvement	Percentage of people in Priority Places close to accessible woodland	✓
Customer Service	Customer satisfaction rating for visits to the Public Forest Estate from the interactive “rate my visit” facility	≈
Improvement	Number of agreements for locally led events and activities on the Public Forest Estate	✓
Improvement	Number of households in the Discovery Pass scheme for the Public Forest Estate	✓
Improvement	Number of private sector businesses operating on the Public Forest Estate	≈
Improvement	Area of felling licences issued	✗
Customer Service	Percentage of grant and felling licence transactions completed on time or early	✓
Restructuring our Business	Number of employees (FTEs)	✓
Developing our Staff	Number of training events provided by the internal Human Resource Learning and Development team taken up by employees	✓
Developing our Staff	Number of significant work-related accidents per 100 employees	✓

Notes

Trends for all indicators reflect data up to 31 March 2013, except where shown to have insufficient or no comparable data.

- ✓ Improving
- ≈ Little or no progress
- ✗ Deteriorating
- ... Insufficient or no comparable data

Annex C: Input Indicators

Below is a list of the Forestry Commission's input indicators for the period 2011-15 which provide information on the allocation and efficient use of resources.

In addition we will publish the overall budget contribution towards each priority.

Priority	Indicator	Trend
Protection	Cost to Forest Services of providing tree health service including surveys and staff time (rounded to the nearest £1,000)	...
Improvement	Value of Woodland Improvement Grant and Woodland Regeneration Grant (£m)	✓
Improvement	Amount of grant paid for woodfuel Woodland Improvement Grants	✓
Expansion	Grant paid for woodland creation (total and GBP per hectare)	✓
Improvement	Cash spent on partnerships and engagement by Forest Services	...
Restructuring our Business	Cost of managing the Public Forest Estate (per hectare)	✓

Notes

Trends for all indicators reflect data up to 31 March 2013, except where shown to have insufficient or no comparable data.

Trends showing insufficient or no comparable data can occur, for example, where an indicator is new and there are not enough data points to enable a suitable assessment of trend over time.

- ✓ Improving
- ≈ Little or no progress
- ✗ Deteriorating
- ... Insufficient or no comparable data

Annex D: Woodland Indicators

These long-term indicators will be used to provide a broader indication of the condition of England's woodlands but will not form part of our corporate reporting framework. In many cases, although reporting will be annual, meaningful conclusions will require analysis over a longer time-frame.

Priority	Indicator	Trend
Protection	Number of tree pests and diseases established in England in the last ten years	...
Protection	Measure woodland resilience to climate change based on the size and spatial configuration of woodland patches within the landscape	...
Protection	Percentage of woodland SSSIs in target condition	≈
Protection	Measure of what is happening to the number and variety of species that live in woodland, using Woodland Birds' data	≈
Protection	Area of woodland in England that is certified as sustainably managed	✓
Improvement	Annual increment of volume of wood in England's forests	...
Improvement	Measure of the ecological condition of woodlands using information from the National Forest Inventory	...
Improvement	Percentage of people actively engaged in woodland	✓
Improvement	Number of visits to woodland from Natural England Monitoring of Engagement with the Natural Environment survey (MENE)	≈
Improvement	Number of apprentices entering forestry	≈
Improvement	Number of university students entering forestry	✓
Improvement	Volume of timber brought to market per annum from the Public Forest Estate and other English sources	✓
Improvement	Percentage of the total amount of wood that grows in English woods that is harvested	✓
Improvement	Installed capacity of medium sized wood-fuelled boilers (REA data in MegaWatt thermal)	✓
Expansion	Area of woodland (total and change over time)	✓
Expansion	Carbon captured by English woodlands	≈
Expansion	Gross Value Added from domestic forestry	✓

Notes

Trends for all woodland indicators reflect data up to 31 March 2013, except where shown to have insufficient or no comparable data.

Trends showing insufficient or no comparable data can occur, for example, where an indicator is new and there are not enough data points to enable a suitable assessment of trend over time.

- ✓ Improving
- ≈ Little or no progress
- ✗ Deteriorating
- ... Insufficient or no comparable data

If you need this publication in an alternative format, for example in large print or in another language, please contact:

The Diversity Team
Forestry Commission
Silvan House
231 Corstorphine Road
Edinburgh EH12 7AT

Tel: 0131 314 6151

E-mail: diversity@forestry.gsi.gov.uk

For all other enquiries contact:

Forestry Commission England
620 Bristol Business Park
Coldharbour Lane
Bristol BS16 1EJ

0117 906 6000
enquiries@forestry.gsi.gov.uk

forestry.gov.uk/england



Published by Forestry Commission England
© Crown Copyright 2013
April 2013/50/Park Lane Press/Design: India Rabey

Printed on paper
certified under the
mixed sources label.
Please recycle
after use.

