

A low-angle shot of a woman with blonde hair looking upwards, smiling, in a forest with vibrant yellow autumn leaves. Some leaves are captured in mid-air, falling around her. She is wearing a grey patterned sweater, a grey knitted scarf with fringe, and a red and black plaid jacket. The background is a dense canopy of yellow leaves.

Corporate Plan 2015-16

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Foreword

The Forestry Commission is one of the great institutions of Britain. I was reminded of just how incredible the Forestry Commission is when I spent three days recently, walking through Kielder forest. I saw the full range of work, from people at dawn harvesting, to rangers and wildlife managers. Kielder demonstrates how to combine the best scientific approach to forestry; with ospreys, through to mountain biking and tourism in the woodlands and around the reservoirs. So many of the Forestry Commission staff I met, had a deep understanding of the history and heritage of the area, stretching back through 19th century farms to the border reivers of the 16th century.

The recent challenge of Chalara dieback of ash (*Hymenoscyphus fraxineus*) has been a reminder of the importance of Forestry Commission scientific experts in defending one of our fundamental natural species, the ash tree. The way the Forestry Commission has worked to respond directly to these diseases, most recently in their work on the chestnut gall wasp, shows flexibility to work with ordinary people, local authorities, and other parts of government. With this work, it is clearly improving our ability to discover and respond to new outbreaks of disease.

The Forestry Commission is very important to the future of our rural economy. It does this by investing in forestry skills, giving advice to local businesses, and – as I have seen in Cumbria – the imagination it brings to solving challenges such as undermanaged woodlands and electricity generation. We, the government, are backing the Forestry Commission's work through the Countryside Stewardship scheme. We will deliver at least 11 million more trees over the course of this Parliament, and these schemes should also make private investment in woodland more straightforward, while making thousands of hectares of woodland more productive.

This work is also supported by the Grown in Britain scheme, attracting long term commitment to buy products from UK woodlands and forests from over 30 UK companies, with a combined purchasing power of around £50bn.

Our woodlands, whether owned privately or publically, are part of the soul of our nation, and a vital economic resource. They support growth and employment in the countryside, they protect our wildlife, and they clean our air and soak up carbon. They also offer health and recreational benefits to millions of people.

The work of the Forestry Commission stands alongside that of the many organisations who share our passion for forestry. Organisations such as the Woodland Trust, Confor, the National Trust, and the incredible range of community groups, have a crucial part to play in growing our nation's woodland culture. Their roles are important to the sector and were powerfully articulated by the Independent Panel on Forestry.



Rory Stewart MP - Parliamentary Under Secretary of State for Water, Forestry, Rural Affairs and Resource Management

It is an immense privilege as Minister, to have responsibility for the Forestry Commission, and in particular organisations with extraordinary traditions, skills, staff, and energy. Britain has every reason to be immensely proud of what the Forestry Commission has done, and of the nimble and intelligent way with which it has adapted to new science, new environmental demands, new public interest, and the way in which it has managed the transition from its original strategic purpose in maximising commercial production, to its increasing openness to natural woodland, through its knowledge of the different species of trees and the importance of wildlife, to the priorities of the public, and the beauty of our landscape.

This has never been an easy balancing act. However, the clarity and intelligence with which the Forestry Commission has done this recently, is an example to the rest of the country on how to manage different landscapes, different public policies, and different environmental and economic priorities over the long term. We will, I know, continue to learn and improve all the time, but I'm very proud of the way in which the Forestry Commission has approached its responsibility.

The way we do business

We continue to work in an environment of significant change. The Government has made a clear commitment to legislate to create a new, operationally independent forestry body in England to manage the Public Forest Estate. Working within the current statutory framework, we are already developing Forest Enterprise England as a more autonomous agency with a stronger capacity to manage our forest estate and achieve the huge range of public benefits it can deliver for people, nature and the economy.

The Government has also committed to retaining a core of forestry expertise in England. We are re-shaping our forestry functions to make sure they work seamlessly with Defra and its other network bodies to protect, improve and expand England's woodlands. This will put us in the best possible shape to bring our forestry expertise to bear in the delivery of the new Rural Development Programme for England.

As devolution of Forestry continues, and with reducing budgets, we will continue to become more focused and efficient - for our customers, for Government, and for the nation's forests.

We will treat our staff fairly and openly, giving them opportunities to help shape the changes we are making, and to develop their skills. Our values of teamwork, professionalism, respect, communication, learning and creativity, remain central to our organisation and how we work. Together with our partners, we will increase the value of England's woods and forests, now and for generations to come.



Sir Harry Studholme, Forestry Commission Chair

Forest services

Introduction

Forest Services are Government's forestry experts. We advise nationally and locally on how to unlock the full potential of woodlands and the forestry sector to protect, improve and expand England's valuable woodland assets. This year we will continue to re-shape Forest Services by focussing all the more around our unique forestry expertise. Our priority remains our staff delivering in the field, as they will be working with Natural England to deliver the technical elements of the new Countryside Stewardship scheme, while we transfer responsibility for the transactional elements of administering Countryside Stewardship grants to the

Rural Payments Agency. Alongside this, we continue to strengthen our own and our partners' tree health, woodland resilience and evidence capacity and capabilities. Together we are making woods work for people, nature, and the growing economy

Forest services areas



Forest services priorities – protect, improve, expand

England's woods and forests are a valuable national asset, providing benefits such as jobs and economic activity, timber and wood fuel, clean water, biodiversity, and places for people to enjoy the outdoors – a wide range of 'ecosystem services'.

At the core of our work, is our aim to make sure that England's woodland carries on providing more and more of these benefits, despite threats, and with less Government intervention. We call this "resilience". Together with our partners, we want to create a resilient woodland resource and forestry sector.

Our priorities for the next year remain

Protect

Woodlands and forests face unprecedented threats. A major challenge is helping the sector reduce the threats from diseases to forest trees. Alongside this we will regulate to enable responsible businesses to thrive, and ensure that the woodland resource is protected.

We want to see increasing woodland resilience and will use professional advice, regulations, grants and management plan support, to promote greater biological and structural diversity in England's woodlands, as well as greater landowner collaboration to manage deer, grey squirrels and invasive species, so that our woodlands can thrive.

Improve

We are focused on growing the forest economy to bring woodlands into sustainable forest management, with its wider benefits for people and nature, as well as the economy.

We will work with our partners to improve forestry sector investment and growth, and increase the demand for home grown timber, including making best use of the support available through the new Rural Development Programme in England. We will facilitate improved forestry sector skills and knowledge needed to underpin the sector's sustained growth, and will be reaching out to woodland owners, agents and businesses, to provide expert advice. Together, our ambition remains to bring two thirds of woodlands into management by 2018.

Expand

We plan to enable the rate of woodland creation to be maintained, and enhanced if possible, by leveraging new sources of investment and reducing barriers to the creation of new woods, especially for enhanced biodiversity, water quality and flood risk management.

We want the continuing significant support from the new Countryside Stewardship scheme, to be complemented by significant growth in private sector investment in woodland, including through our support for mechanisms such as the Woodland Carbon Code and payments for ecosystem services. Both are needed to achieve our challenging ambition for 12% woodland cover by 2060.

Protect



Tree health - helping the sector reduce the threat from diseases of forest trees

This is our top priority. The GB Plant Biosecurity Strategy focuses on activity (A) pre-border, (B) at the border and (C) inland. The work of Forest Services is focussed particularly on 'inland' surveillance and action, border work is led by our GB plant health service.

We work hard with partner organisations to stop tree pests and diseases entering England, and to stop them becoming established, if they do. Our most recent data shows that four became established in the ten year period 2004-2013. The total is two less than in the 10 years preceding the 1 April 2011 baseline point, as earlier established diseases have fallen out of the series and Chalara dieback of ash has been added, in 2012.

From this year onwards, we will strengthen our monitoring by introducing a headline indicator that will help us measure the impact of those pests and diseases, by counting the percentage of England's woodland threatened by significant pests or diseases already present (by area of species affected). This will be reported quarterly.

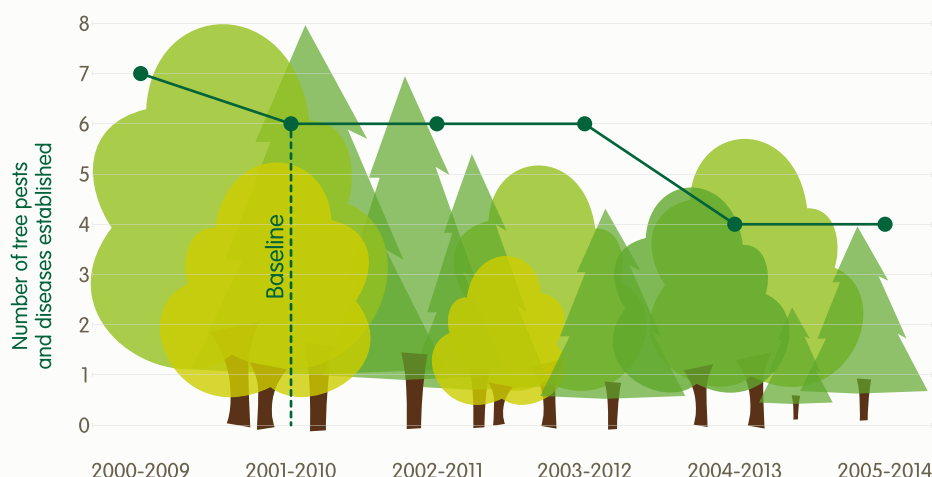
We will be dropping our current indicator of area of woodland covered by plant-health notices that largely enumerates only the response of ourselves and the sector to *Phytophthora ramorum*.

For trees, the Government's approach as set out in its Tree Health Management Plan is centred on:

1. Building the social, environmental and economic resilience of our tree population, to minimise the impact of pests and diseases, and help improve their capacity to adapt and mitigate the impacts faced.
2. Taking a strategic risk-based approach to prioritise action on pests and pathogens using the plant health risk register.
3. Investing in developing a robust interdisciplinary evidence base to improve our collective capacity and capability to identify and respond to risks.
4. Working collaboratively with our stakeholders, delivery partners, and Defra agencies in recognition that Government cannot tackle tree pests and diseases alone.

Forest Services programmes tackle all the above areas, with the evidence baseline underpinned by the work of our Forest Research Agency.

Number of tree pests and diseases established in England in the last ten years



Key actions for 2015/16:

- Survey, monitoring and where required, operational responses to key pests and diseases, including ash dieback (*Chalara fraxinea*); Phytophthora ramorum (*P. ramorum*), Oak Processionary Moth (*Thaumetopoea processionea*); Dothistroma needle blight (*Dothistroma septosporum*); Acute Oak Decline, Sweet Chestnut blight (*Cryphonectria parasitica*); Oriental Chestnut Gall Wasp, and Plane Wilt (*Ceratocystis plantani*).
- Reprioritisation of resources as necessary to respond to any new outbreaks that might occur, risks are identified on the UK Plant Health Risk Register
- Implementation of the tree health communications strategy at a national and local level, including support for the Observatree project.
- Development of centralised plant health database and continued improvement to map based analysis and presentation.

Case study



Tree health conferences

We are working closely with the sector to keep it up to date with the latest on our top priority: tree health. 250 forestry sector practitioners attended three tree health events staged by Forest Services East and East Midlands in July 2014. The all day events in the Peak District, Rutland and Suffolk covered all current tree disease and pests and threats on the horizon, while providing insight to research methods and findings. Each event also included a focus on a disease relevant to the local area. At a cost of just over £1000 for all three events, a significant number of people and organisations were reached, such as local authority and woodland and wildlife trusts.

Issues raised by delegates included: international trade impact on disease, border control, quarantine regulations, and consideration of edible food imports on disease. Following the events, delegates were emailed with a link to further information, creating awareness of the Forestry Commission website as an information resource.

During 2015, we will build on the success of this with a number of events and demos in other parts of the country. We will work with land owners and woodland managers to help inform their response to living with ash decline, which is a particular challenge for management of ancient woodland. In addition, a Tree Health newsletter will be rolled out during 2015/16, a copy of which will be sent to all attendees of these events and others. We will also continue discussions with the Woodland Trust about a joint professionals' event in 2015 to include tree health strategy.

Key actions for 2015/16:

Protection - regulating to protect the woodland resource

Our low burden, risk based approach to regulation will protect English woodland so that woodland area and ecosystem services from woodland continue to increase and so that we create a level playing field that enables sustainable businesses to thrive.

- Operation of the systems for the licensing of tree felling and forestry Environmental Impact Assessments, including action to remedy the harm done by any unlicensed activity.
- Approval of UK Forestry Standard compliant woodland management plans, that help underpin mechanisms that enhance the value of homegrown timber such as: UK Woodland Assurance Scheme, Government timber procurement standard (CPET), Renewable Heat Incentive payments and Grown in Britain licensing.
- Implementation of changes required by red tape challenge: Consolidation of legislation and reduction in the burden of engaging with regulations, including through improved 'smarter guidance'.
- Maintain early warning systems including links to the planning system.

Case study



Adaptation to climate change

Five years on, pioneering Climate Change adaptation plantings of our native oak species are delivering very promising results. In June 2007, Forest Research produced an Information note (FCIN086) "The role of Forest Genetic Resources in Helping British Forests Respond to Climate Change". bit.ly/1zZfghn.

One of the suggested strategies was to "Use assisted migration by planting a different provenance".

In 2009 the Public Forest Estate (PFE) planted oak from the best (select) French stands within the Loire area, to test how these would perform in a restoration project after conifer removal from an ancient woodland site at Alice Holt. The performance has been outstanding with extraordinary height growth and apical dominance. Height is considered to reflect the fitness of the whole tree to its environment.

Today this strategy has been widely adopted across the PFE, with southern England looking to plant select French origins whilst more northern England is using select seed from southern England stands. Using the confidence generated by this exemplar, Forestry Commission England will be encouraging private nurseries to offer more similar select seedlings to the market during 2015/16. More information can be found through the Forestry Commission website: www.forestry.gov.uk/climatechangeengland.



Woodland resilience

Climate change is a threat to our valuable woodland assets, 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 work with the forestry sector to identify those species and provenances that will be resilient to climate change and with the research sector to generate advice on adaptive management. Some kinds of plants and animals can damage forestry if their populations become too high. These include deer species and grey squirrels, and other invasive animals and plants, such as *Rhododendron ponticum*.

We will continue to support landowners' collaboration to manage population levels of such species. Regulations have been adopted by the EU to control the impacts of invasive species. Where there are invasive species of EU concern present in the UK, the Forestry Commission will be required to act.

Key actions for 2015/16:

- Implementation of an evolved approach to supporting deer control and updated grey squirrel policy.
- Implementing adaptation - help the sector develop knowledge and understanding of the need for a wider range of species, restructuring and ecological adaptation. Carry out Forestry Commission Adaptation Reporting.
- Incorporate woodland condition information from National Forest Inventory to support our interventions to bring more woodland back into management. Ongoing guidance and support for woodland condition monitoring to feed into woodland management planning.
- Maintain contingency planning framework, respond to any major incident
- Urban adaptation and green infrastructure – supporting sharing and development of good practice through the urban FWAC network.

Improvement



We want more woods in England to be sustainably managed. By this we mean that the owner decides what they want from their woodland, plans how to achieve this, and then puts the plan into action, with each stage being consistent with the UK Forestry Standard.

England's woodlands provide a multitude of ecosystem services and products, so there are many valid objectives for woodland management. We want more woodland owners to include production of timber and wood fuel as one of their objectives. In most (but not all) English woods, harvesting trees is a good thing. Sustainably utilising this renewable, natural resource, will both grow the low carbon economy and improve the wildlife value of the woodland. This is because it creates the variety of woodland habitats that woodland wildlife needs to thrive.

To enable more woodland owners to manage their woods, we will support the economic growth of the domestic forestry sector with advice, support for initiatives such as Grown in Britain, and proportionate regulation that enables sustainable businesses to thrive. We will also provide expert advice to woodland owners and managers and grants for woodland management through Countryside Stewardship. We are working with the sector to bolster the virtuous circle of; a growing forestry economy enabling more woods to be managed, and more woods in management growing the forestry economy and the wide range

of public benefits that flow from that such as, improved biodiversity, water quality, landscapes and amenity.

Indicators and trends

% of woodland in active management:

Our indicator, % of woodland in active management showed that 57% of woodlands were sustainably managed by June 2014, up from 52% in 2010. We want to accelerate that progress. To hit the shared aspiration of 66% by 2018, we with the sector, need a slight acceleration in the current rate of progress.

% of annual increment harvested: The percentage of the total amount of wood that grows in English woodlands, and which is harvested, has also increased in recent years to 42.4% in 2013. There is clearly significant potential for further harvesting. We currently import two-thirds of our timber, yet could sustainably harvest more than 30 million more tons from our woodlands. We will work with the sector to accelerate progress towards our woods fulfilling more of their potential.

Woodland Birds Index: The Woodlands Bird Index is a measure of the overall health of woodland biodiversity. This indicator has stabilised after decades of decline and has shown a positive trend in recent years. This is evidence that our virtuous circle of management, economics growth and biodiversity improvement is working. We will continue to monitor whether the suite of indicators on the progress and impact of our Improve priority, show consistent trends and review our approach if they start to diverge.

Key actions for 2015/16:

- Support Grown in Britain to increase the supply of, and the demand for, British-grown timber
- Implement Countryside Stewardship grants relevant to bringing woodlands into management
- Work with Local Enterprise Partnerships where forestry has the greatest economic potential to help them build forestry into the Growth Programme
- Design and implement a targeted package to sell woodland management planning to woodland owners new to the Forestry Commission, part 2 of the 'Practical Actions Project'
- Enable the sector to develop the forestry skills required for economic expansion in the forestry sector
- Support the Timber Transport Forum to create the management access, necessary for economic expansion in the forestry sector
- Increase the reach of our services by enabling forestry agents, forestry micro-enterprises, social enterprises based on woodland, and timber processors, to work together to target currently unengaged woodland owners. Including providing a business support package for those seeking to access Countryside productivity, LEADER, or Growth Funds.

Case study

Practical action project - identifying and engaging with owners of under managed woodland

The Practical Action Project (PAP) aims to identify and engage with owners of under managed woodland to increase woodland management activity in England for multiple benefits. The project capitalises on research, business intelligence and local expertise, particularly that of Forestry Commission (FC) Woodland Officers. The primary objective is to support efforts to meet the aspiration of bringing 66% of woodland into active management by 2018. A pilot conducted in the South West Area from May to December 2014 involved a series of workshops and development of mapping, training and GIS tools, which revealed the full potential of

the project to make a significant contribution in meeting this target.

In the South West Area there are approximately 252,150 ha of woodland. In 2014, according to the FC Managed Woodland Indicator, around 126,390 ha was unmanaged, equating to around 50%. The South West Area Field Team selected 15 cluster areas, each with a detailed action plan, to prioritise strategic action. This will involve engagement with the owners of around 3,000 unmanaged blocks of woodland. The clusters contain a total

of 17,116 ha of unmanaged woodlands. If around 3/4 of the woodland in cluster areas is successfully brought into management over the next three years, the South West will be on track to meet the 2018 target (against the baseline).

The pilot is being refined and will be rolled out to the other Areas by end May 2015. Assuming the wider roll-out underpins similar success in other parts of the country, it could deliver an estimated 7-14% increase in woodland in active management over the next three years.



Case study



H G Matthews brickwork

H G Matthews (www.hgmatthews.com) is a family brickmaking firm who decided 10 years ago to specialise in heritage bricks as it was difficult to compete with the mega brickworks. Drying of bricks prior to kilning carries huge cost, so they started to look into woodfuelled options. They now have:

- at least 5 brick drying rooms each serviced by an independent woodfuelled boiler;
- a dedicated woodfired brick kiln producing specialist bricks for the restoration trade

- recently established a new thermal block which was well received at last year's ecobuild (using clay not good enough for bricks mixed with straw, sourced from their farm), using two woodfuelled boilers to dry the blocks (which don't need kilning);
- developed their kiln dried firewood supply business in support of their wood burning stove business.

The Renewable Heat Incentive encouraged use of woodfuel, but the Managing Director said that the independent advice from the Chilterns AONB's Woodland Officer was crucial. LEADER support for a forwarding trailer, used to collect wood from local woodland, has also been valuable in evolving their use of wood and developing local supply chains. The amount of wood used is steadily growing and is currently between 2 and 3,000 m³ per year of predominantly hardwood, sourced from woodlands within 5 miles of the brickworks. This equates to the sustainable yield from around 500 ha of broadleaved

woodland. H G Matthews is already a key employer in the area and the use of woodfuel has increased their direct employment of two full time equivalents, with others indirectly, as local harvesting contractors.

They are keen to develop the business further and we are hopeful that they might take forward opportunities for district heating in villages off the gas grid in their part of the Chilterns, during 2015. This illustrates how, with encouragement and guidance, entrepreneurial small/medium businesses can evolve to deliver multiple benefits in local areas, providing sustainable jobs and bringing unmanaged woods back into active management. During 2015/16, we will be seeking to encourage and support similar opportunities to bring more woods into management, that link local businesses such as this, with local fuel supplies, and robust supply chains.

Expand

We want significantly more woodland in England. In many landscapes more trees will deliver increased environmental, social and economic benefits. We particularly want to see more trees and woodlands in and around our towns and cities and where they can safeguard clean water, help manage flood risk or improve biodiversity, while recognising that all woodland creation will contribute to domestic and international climate change targets.

These 'ecosystem services' will, at least in part, be delivered through continued support from the RDP, with targeted woodland creation through Countryside Stewardship. We also aim to facilitate increased private investment in woodland creation from other sources, including through the Woodland Carbon Code, Grown in Britain and Payments for Ecosystem Services (PES), and by making it easier to create woodland that fulfils the UK Forestry Standard. We will do this in ways that support the creation of woodland that will produce timber, hardwood and softwood, and wood fuel as well as other ecosystem services. This will help create woods that are easier to manage in the long term, provide more jobs and economic growth alongside environmental and social benefits, and maintain the supply of softwood to meet the rising demand for sawn timber and woody biomass as part of growing a low carbon economy.



Indicators and trends

Change in area of woodland in England: The total area of woodland in England increased to 1,302,000ha at March 2014 or 10% of the land covered in woodland. In recent years the rate of increase in the area of woodland has been about 2000ha per year, most of it funded by the RDP. The policy aspiration is for Government and the sector to work together to achieve 12% woodland cover by 2060. This would require an average net planting rate of 5000ha per year, which is the historical average. RDP funding will target about 2,000ha per year. Accelerating the rate to 5000ha per year, will require more private investment in woodland creation.

Woodland Carbon Code: By 31 March 2014, 18 projects were validated to the Woodland Carbon Code, compared with 6 in 2013. The 18 projects are expected to sequester 3,910 tonnes of carbon dioxide in 2050 (compared with 492 tCO₂e last year), and a total of 197,000 tCO₂e up to 2050 (compared to 31,218 tCO₂e last year). A further 95 projects are currently registered and going through the validation process. Together the projects registered and validated will sequester almost 1.3 Million tCO₂e over their lifetime (up to 100 years) compared with 0.75 Million tCO₂e last year.

Case study

Environmental impact assessments

Forest Services is building on the work of the Forestry Regulations Task Force, to develop new and refined ways of encouraging landowners to plant more trees where it best suits them, and their local conditions. In County Durham we established a project team comprising the Forestry Commission, Durham County Council, Natural England, Environment Agency, and the North Pennines AONB, to pilot an approach to reduce the regulatory burden on Environmental Impact Assessments (EIA) for woodland planting. The project aims to identify how communication, best practice in woodland design, and provision of a strategic view on woodland creation and information sharing, can help clarify understanding of both why, and when an EIA may be required, thereby reducing risk and uncertainty for those wishing to create new woodland. This is a key action in the 2014 'Roots to Prosperity Growth Plan' to stimulate an increase in productive planting across the North of England.

During 2015/16 the project will look at opportunities for using the County Woodland Strategy, and character profiles for the five constituent National Character Areas (NCAs), supplemented by new 'Statements of Opportunity' for forestry, which reflect the contribution of woodland creation and management to the rural economy. New landscape design case studies, including the incorporation of productive woodland into sensitive landscapes, will be developed using the new UKFS Practice Guide on Design techniques for forest management planning. We will run the Woodland Potential Consultation for the five NCAs and survey public perceptions of different types of woodland. Together these actions are intended to establish a shared understanding of where, significant woodland expansion could be considered appropriate in an area. Coupled with better understanding of what is expected of modern, high quality woodland and forest design, the project will look to address potential barriers – both real and perceived – and ensure that the regulatory framework adequately facilitates our ambitious woodland creation aspirations.

Key actions for 2015/16:

- Countryside Stewardship support woodland creation to deliver Biodiversity 2020, Water Framework Directive and flood alleviation objectives.
- Finalise and implement the conclusions of the 'EIA pilot' aimed at giving potential investors in woodland creation greater certainty.
- Support for the Woodland Carbon Task Force and Grown in Britain.
- Woodland Carbon Code (WCC) development.
- Work with Defra and DECC on evaluating forestry's potential contribution to meeting the fifth Carbon Budget and identifying policy options for delivering it





Clough woodlands project

Leading landscape scale land-use change is complex. Bringing such projects to fruition can require working behind the scenes with stakeholders to help align and realise their collective ambitions. The Clough Woodlands Project shows how this can be done.

Following the conclusion of the Environmental Impact Assessment process in 2013, the National Trust agreed to plant 450 ha around 450ha with off over £2m funding from the FC. The benefits to wildlife and water will be seen for generations.

The steep sided valleys on the edge of open moorland in the Peak District are locally known as 'cloughs'. The woodland in these cloughs has declined over the past century leading to small fragmented woodlands with poor connectivity and a steep decline in biodiversity. Poor soil and slope stability has resulted from overgrazing and the cloughs are prone to rapid run-off and erosion, which increases flood risk and reduces water quality down-stream.

In 2015/16 the project is looking at using this now proven methodology to engage with a wider group of landowners on how to extend the project beyond the initial Derwent catchment, and further contribute towards improved water quality.

Forestry Commission (FC) Partnership staff have envisioned re-wooding the cloughs for many years, and first engaged with potential partners in 2010. The FC played a key role in brokering an agreement involving the Environment Agency (under the Derwent Land Management Scheme), National Trust, RSPB, Peak District National Park Authority, Natural England and Moors for the Future to employ a Project Officer to map potential areas for re-wooding and develop workable proposals. FC staff played a major role in winning support from the local community and tenant farmers, and developing much copied 'guiding principles', which set out site practice for planting in these ecologically sensitive sites.



Research and evidence



Our vision for Forest Services requires us to get even better at using evidence to achieve the outcomes we want for forestry. We want to improve the way we ask questions of research and how we call on relevant evidence, knowing where to find it, how to interpret it and who needs to contribute to it, making best use of our and others' forestry expertise. We will operate within the Science and Innovation Strategy for Forestry in Great Britain (SIS) and across the Defra network's One Business Evidence Strategy to ensure that we make the very best use of the available evidence to effect real and beneficial change for the sector.

During 15/16 we will work with Forest Research and our cross-border Analysts team to initiate and gain from the research programmes arising from the SIS so that England's critical research questions are addressed. Questions such as:

- How can breeding and selection for resistance to pests, disease and climate change, improve long-term resilience?
- What adaptive strategies and management techniques, including silvicultural systems such as coppicing and pollarding, can be developed to reduce the risk and effects of pests and diseases and what are their impacts?
- How can we better enable greater co-operation between landowners to manage woodland?
- How can changes in landowner behaviour be enabled to encourage woodland creation and sustainable woodland management?
- What is the applicability of international woodland investment/delivery models to promote woodland creation and management in England?
- What is the size and condition of the English woodland resource and how will it change in response to different management decisions, climate change and natural disturbance events?

Forest enterprise



Introduction

Forest Enterprise England (FEE) recognises the importance of focusing on our core business. What follows in this Plan represents the emphasis we place on delivering innovation and excellence in all parts of the business, along maintaining infrastructure and developing the Estate. Our priorities remain people, economy and nature, while maintaining our position as a leader in delivering and demonstrating sustainable, integrated land management. We will work with others to keep our public forests and woodlands special places for wildlife, which people can enjoy, and where businesses can thrive.

We continue to work towards delivering the challenge of reshaping the organisation in the light of the recommendations of the Independent Panel on Forestry, so that we are ready to meet the Government's Manifesto commitment to ensure that our public forests and woodlands are kept in trust for the nation. A reshaped governance structure and senior team will work to establish a more autonomous structure for FEE. This will enable FEE to be more dynamic, focussed, and efficient in its operation.

Forest enterprise districts



People

Forests that Deliver for People

Forests contribute significantly to quality of life for people in rural and urban communities alike, and enhance the local environment and biodiversity, while helping to mitigate the impact of a changing climate by assisting in reducing air pollution, and providing important health and learning benefits. As the most extensive woodland resource in England, the Public Forest Estate contributes significantly to these outcomes, with an estimated 40 million visits a year.

Aim:

To extend and expand opportunities for communities to become involved with the public forests and woodlands, and take part in activities that improve quality of life, health and learning.



Case study

Gruffalo marketing partnership

In 2013 we started working with Magic Light, the rights holders for the popular Julia Donaldson books 'The Gruffalo' and 'The Gruffalo's Child'. Our aim was to develop a three year campaign to use the books and brand, to increase off peak visits to our Forest Centres and contact with pre-school and young families, and increase understanding of the forest environment amongst this key group of visitors.

The campaign in 2014 had a number of elements with 15 large Gruffalo sculptures; 28 activity trails; the Great Gruffalo Forest Tour to 21 forests; Gruffalo birthday parties across England; and Gruffalo's Child Trails.

A wide range of marketing activity has helped to promote the project across social media and web; PR and media; marketing partners; on site posters banners and leaflets

and direct email. Headline measures of this activity include: 92,414,814 OTS (opportunities to see) in press and media; 670,000 reach of FC website content; 950,000 reach of social media content; 443,000 reach of direct email.

Between April and September 2014 the campaign attracted 1.2m visits to the trails, and added 60,000 new contacts to our marketing database and increased forest centre visits by over 11%.

Further work is planned in 2015 and 2016 with a school focused activity pack, a Gruffalo orienteering trail and further 'character' sculptures at key sites across England. These plans will help to keep families coming back to visit, and to further inform them about England's woods and forests, while generating more revenue through parking and third party business income.





Case study

Investing for the future: Trainee forester recruitment programme

Forest Enterprise England (FEE), have started a Trainee Forester recruitment programme, with three new appointments in North, Central and East Forest District. Over the two years of the training programme the recruits will gain a wide range of experience in all aspects of forest management on the Public Forest Estate. During their training they will assist the District teams with key programmes and projects, learning in both a formal training environment and through working under the supervision of a range of experienced FEE staff. Forestry Commission Learning & Development staff are working closely with each District to develop and deliver a training programme that will be tailored to the needs of the individual. The overarching aim being that each trainee will be capable of taking up a Beat Forester position at the end of their training period. It is hoped to expand the project to the other three English Districts in 2015/16, with a rolling 3 recruit programme thereafter if needed.

This Trainee Forester programme compliments the ongoing apprentice programme within FEE, which has recently taken on its second batch of apprentices. Twenty apprentices were taken on in the first batch, and 14 have been selected for the second programme. Most of the first batch of apprentices, have now secured a range of permanent posts within FEE. It is hoped and expected, that this programme will continue to provide well trained staff for FEE and encourage investment in skills across the wider forestry sector.

Objective to meet our aim we will:

- Encourage communities to become involved in the forests and woodlands, their management, and direction
- Provide high quality woodland-based recreational opportunities for people and business
- Enable everyone, everywhere, to connect with the nation's trees and forests, so that they understand their importance and act positively to safeguard forests in the future

Key actions: We will:

- Publish information about how we work with volunteers within the public forests
- Improve the visitor experience, by continuing to invest in car parking technology
- Take forward the redevelopment of café and cycle hire facilities and renew associated business opportunities at Alice Holt Forest Park and the Delamere Nursery
- Continue the redevelopment of Westonbirt Arboretum, through completion of a Treetop Walkway, to enhance the visitor experience at this important site



Economy

Forests that Deliver for Economic Growth

The forestry, wood processing, woodfuel and fibre industries, along with recreational visits to forest and woodlands, contribute £4.7 billion to the English economy. The public forests and woodlands are a vast natural resource, playing a key role in maintaining and supporting the development of these industries.

Aim:

to make a significant contribution to economic activity, rural employment, and green growth across England, using the assets and advantages of the forests and woodlands

Objective to meet our aim we will:

- Maintain the land within our stewardship under UKWAS certification
- Improve the economic resilience of our woods and forests
- Encourage and support business activity on and around our woods and forests

Key actions: We will:

- Through activity directed by long term forest plans, continue work to diversify woodland structure and range of tree species present on public forest land, to aid forest resilience, and protect future supplies of timber and biomass
- Ensure continued good access to sustainable timber, by investing in maintenance and upgrade of key haulage roads within the public forests and woodlands
- Establish new business opportunities and increase the number of third party businesses operating on public forest land
- Complete a feasibility study for wind energy in Kielder
- Bring to market fresh wild venison produced through sustainable forest management activities that also benefit nature and the wider landscape in which the public forest land is situated
- Work in partnership with Forest Holidays, to develop plans for two new cabin sites

Case study



Plant and seed supply

Forest Enterprise England's Plant and Seed Supply unit grows 25 million young trees a year, for use in the public forests of England, Scotland and Wales. In 2015/16 we are proposing to spend between £2.5-3.0 million pounds to modernise and improve our facilities at the Delamere nursery. This is the largest single investment in any of our nurseries for decades. We propose to build a single large polytunnel (replacing 32 existing smaller ones), which will occupy a hectare of land. This polytunnel will have the capacity to hold 3 million trees and incorporate sophisticated computer controlled venting and watering systems that should improve our production of the more difficult to grow tree species we need to diversify our forests. As well as substantially increasing our capacity to grow containerised trees, the new development will incorporate a rainwater collection and storage system that will significantly reduce our water needs, and will replace many aging and increasingly unreliable facilities.

Redevelopment of the Alice Holt forest centre

The vision for the redevelopment of Alice Holt was initiated in 2009 when visitor numbers were approximately 300,000 per annum and much of the original infrastructure was becoming tired from the pressure that accompanies a popular visitor site. Following consultation with stakeholders and customers, planning approval was acquired in 2010 and visitor numbers were then approximately 330,000. A Project Initiation Document was approved, and the first stage of the development took place in 2012/13 with the construction of new toilet blocks, a visitor building, and first aid room to improve the visitor experience.

By 2013/14 visitor numbers had increased to 380,000, and improvements were then made to the landscaping, site layout and car parking areas.

With the finalisation of a detailed master plan during 2014/15, new interpretation was installed and approval to fit a new barrier based payment system, with pay on exit, thus improving the flow of traffic, providing better data on dwell times and peak flows, and providing a more relaxing visitor experience by removing the worry of expiring tickets. As a result of the improvements, since 2010 visitor numbers have increased to 445,000 and income has increased from £340,000 to £480,000.

From allocated funds, during 2015/16 work will be focussing on the construction of the new café and following conversion of existing buildings, a cycle centre, and further landscaping. New service provider opportunities will be tendered, generating potential for new jobs, while visitor numbers are projected to hit 480,000.

In summary, in the five years since planning was granted, visitor numbers have increased by 35%, and income by 41%, with the site now supporting approximately 50 jobs, over 40 of which are through third party employers.





Nature

Forests that Deliver for Nature and the Environment

Woodland and forest biodiversity is a valued component of sustainable forests, contributing to the ecological functioning and health of woodland ecosystems, and providing cultural interest and employment for visitors. The public forests and woodlands contribute through species diversity, genetic variability and the provision of larger, and less fragmented forest and woodland habitats. The historic fabric of our woods inspires and informs, and we have a legacy of archaeological and historic features of national importance – particularly to the history and understanding of woodland and forests and their role in the history of the nation.

Aim:

To increase the environmental contribution made by the forests and woodlands to the range of ecosystem services delivered, and to protect and enhance its overall biodiversity and heritage value, at both the landscape and local level.

Objective to meet our aim we will:

- Improve the resilience of the natural environment of our forests and land under our stewardship
- Realise the potential of our forests and land for nature and wildlife
- Maintain and improve the cultural and heritage value of the land

Key actions: We will:

- Lead the implementation with partners, of the Heritage Lottery Fund award for the Forest of Dean, aiming to sustain and celebrate the unique features of this historic working landscape
- Increase, year on year, the area of our 68,000 hectare Sites of Special Scientific Interest in 'favourable' condition
- Through forest operations, increase the extent of restored Planted Ancient Woodland Sites and open habitat components of the public forests and woodlands to improve the condition, extent and connectivity of conservation-priority woodland and non-woodland habitats and associated populations of conservation-priority species
- Continue to conserve and improve the condition of the extensive range of archaeological assets across the public forests and woodlands by taking action to reduce the number of sites recorded on the Heritage at Risk register

Ladybird Spider (*Eresus sandaliatus*)

The Ladybird Spider is among the rarest of British spiders and is present in some of our forest sites in Dorset, and was rediscovered by Dr Peter Merrett in the early 1980s, who was instrumental in saving it from extinction by his careful removal of male spiders to female webs for breeding.

In the early 1990s, a species recovery programme, involving English Nature and the Forestry Commission (FC) was established and was aimed at securing the spider's future. Part of this programme looked at establishment of new sites and growing the population. To facilitate this, the FC restored heathland areas by clearing rhododendrons, heather and pines, making them suitable for spider colonisation. An area adjacent to the

original site was also cleared, as a key habitat management factor for the increase in spider population. In addition, the project funded a further clearance of 4.5ha of rhododendron, now reverted to heathland, and is a site of further reintroductions.

In 2000, techniques were trialled for translocating spiders from the original site to start new colonies. By 2001, the original population had reached 646 webs, and by 2002, there were the beginnings of a new site with 14 visible webs. This site has now approximately 200 webs from a recent survey, and is continuing to expand a metre a year. Further translocations over the years to eleven other sites, now give approximately 500 spiders dispersed away from the original site.

Ongoing from 2015, the FC will continue its heathland management

with a four year rotation process removing pine seedlings, heather and gorse, and bracken control, ensuring a habitat for expansion of colonies. It will continue to work with its partners, Dorset Wildlife Trust, The National Trust, Natural England, RSPB, Buglife, British Arachnological Society, Amphibian and Reptile Conservation Trust, MOD and Perenco, who also support the programme on a year by year basis. The plan is to relocate more webs into other areas of Dorset with the hope that within 3-4 years, there will be a sustainable population. Consideration will also be given to translocating webs to suitable habitats in other parts of the country.





Forest of Dean – Heritage lottery fund award

'The Forest of Dean is our land, the land between two rivers, a land on the edge, isolated and bypassed. Shaped by its geology and physical isolation this is the story of a hard-working, self-reliant community, a cradle of industry entwined with a stronghold for nature. Our Forest, our community - not quite in England, but nor in Wales, the **Forester's Forest - the Forest of Dean**'.

The Forest of Dean is a rare cultural landscape where the community is fiercely proud of their forest, history and traditions. Yet that same community is strangely disengaged with that same landscape, a disengagement that deepens as time passes. The Forestry Commission are leading a landscape partnership programme to facilitate a step change in both understanding of our natural, industrial and cultural heritage; and participation in that same heritage. The Forester's Forest Programme has been awarded Heritage Lottery Funding of just short of £3 million over the next 7 years. The funding will support programmes that will unearth and uncover, reveal and celebrate our heritage, the mining

industry and its cultural and natural heritage legacy; the musical & literary traditions of the Forest, including research into our local dialect. The programme will strengthen the ties between our generations and ensure unique traditions such as 'freemining' and 'commoning' are not lost through inertia and neglect. Commoning is not unique to the Dean, but our twist of running sheep which are widely held to be an uncommonable animal, on land that is not actually a common, and to which no rights of common attach, certainly is unique.

The Forest of Dean Landscape Partnership programme will be led by the Forestry Commission, but governed and supported by a community based stakeholder group and a large number of local groups, individuals - some of whom are forester's by birth right, and some by choice.



Corporate programmes



Health and safety

The forest industry is one of the most dangerous sectors in which to work in the UK. This means that safety considerations must continue to be at the core of our work. In the coming year, we will continue our membership of the sector led FISA (Forest Industry Safety Accord) initiative, which aims to improve health and safety across the forest industry.

In 2014/15, we introduced enhanced ways of working with forestry contractors with safety considerations at their core.

During 2015, we are using the 'Safety Climate Tool' developed by the Health and Safety Executive, to obtain views from all our Staff as to Health and Safety issues within our organisation. We will use the results from this survey to assist in our continued improvement, in order to ensure a healthy, safe working environment within the Public Forest Estate going forward.



Woodland policy enabling programme

Implementing the important institutional changes identified by the Government's Forestry and Woodlands Policy Statement continue to be brought together under Woodland Policy Enabling Programme. With its key aims being the creation of a new Public Forest Estate Management Organisation, the establishment of improved ways of working within our forestry functions, and refreshing of our highly valued cross border services, we continue to build upon the strong foundations laid during last year and are well prepared to respond to the future demands made of us.

Our Forest Enterprise (FE) team continue to work towards establishing more autonomous arrangements within the Forestry Commission. The fundamental changes require new legislation and we remain well prepared to take forward the legislative process when initiated by Government. In the meantime, FE will build upon the strengthened governance and organisational structures which include its new Strategy Board now benefiting from non-executive expertise, and from its reshaped senior management team ensuring ongoing focus across the social, environmental and financial dimensions.

For Forestry Functions, our Forest Services team will build upon the improved and closer working arrangements with Defra and its Ministers, and will engage very closely this year with Natural England, RPA and other delivery bodies to ensure that the new Countryside Stewardship scheme commences on schedule and provides maximum support for forestry and our woodland owners and that the changes are managed effectively within.

For those functions such as Forest Research and Corporate Forestry Support that are delivered as Cross Border services, we continue to recognise the value of these services being delivered to the mutual benefit of devolved bodies and are considering ways to refresh the organisation and optimise their value.

The programme continues as a joint Defra and FC programme with key work streams ensuring that areas such as Communications and HR are consistent across all areas of the organisation. The programme in particular is ensuring that areas such as National office functions in the England head office, and shared corporate services are reconfigured in the most effective and cost efficient ways ensuring we are able to continue to deliver our priorities on a day to day basis.

Defra one business

Defra has set out its plan to improve core Defra and all its network bodies – agencies, NDPBs and others – to ensure they are all working together as 'one business'. The Forestry Commission are part of this programme, and we will continue to play our part in ensuring services are delivered to our customers in the most efficient way, and in close collaboration with our partners in the Defra network.

One important area for the Forestry Commission during this year is around Forestry grants where we have worked closely with Defra, RPA and Natural England to reconfigure the way this important function is delivered. During the year, a small number of our administration team will move across to RPA to be part of a new single team providing administration around the new Countryside Stewardship schemes, and we will reconfigure the administrative functions remaining within Forest Services. In addition we have worked closely with Natural England to develop new joined up ways of working to

enable our field teams, including woodland officers, to link closely with their colleagues in other bodies to develop Countryside Stewardship schemes with our woodland owners.

A key part of Defra's One Business programme is to ensure that the corporate services that are delivered across its core and delivery bodies are done so in the most efficient and effective way. The Forestry Commission and in particular FCE is engaged with the Defra Network Corporate Services programme and also broader Civil Service programmes. These programmes cover the provision of core services such as Finance and Accounting, Human Resources, Communications and Information Solutions. Whilst FCE are a smaller partner in the overall Defra context, we are working to ensure that we can play a proactive part in shaping the programme and are able to benefit from services to support our organisation moving forwards.

Business sustainability

Business Sustainability and ensuring that we adopt greener and more sustainable approaches is an increasingly important area for us. The Forestry Commission achieved its recertification of the sustainability standard ISO14001 during 2014. In recognising the on-going importance of Business Sustainability to our business, this function was one of the earlier ones to be devolved and is currently bedding in to the integrated functions of countries. Within England, we will embed this function into our Forest Enterprise Estates team as from the beginning of the new financial year, ensuring that it will continue to be a key consideration for all our developments in that area in 2015.

Annex A

Sources and uses of funds

£ million		2014-15 Planned	2014-15 Outturn	2015-16 Planned
Source of funds				
Parliamentary Funding		32.4	25.5	37.0
Forest Services	RDPE*	35.0	34.8	30.6
	Other Income	2.3	2.6	0.1
Forest Enterprise	Trading Income and use of reserves	64.3	67.3	62.3
Total revenue		134.0	130.2	130.0
Use of Funds				
Forest Services	Protection	8.5	5.8	5.1
	Improvement	27.9	27.9	24.5
	Expansion	20.3	20.4	17.9
	Total	56.7	54.1	47.5
Forest Enterprise	Protection	20.1	19.7	21.4
	Improvement	56.4	55.6	60.3
	Expansion	0.8	0.8	0.8
	Total	77.3	76.1	82.5
Total expenditure		134.0	130.2	130.0

Notes

1. Parliamentary Funding excludes capital expenditure.
2. Forest Services includes FCE National Office and Corporate Services, and depreciation on Grants and Licences Online System (GLOS).
3. Parliamentary Funding outturn for 2014/15 reflects the return of £8m funding to Defra to assist in handling departmental budget pressures.
4. Split of expenditure in 2015/16 between Forest Services and Forest Enterprise within use of funds reflects revised accounting arrangements for corporate services within FCE.
5. No indicative values are available for 2016/17 due to the uncertainty of the impact of SR15 on FCE's baseline budget position.
6. *FCE receives delegated authority from Defra on an annual basis to commit funds from the Rural Development Programme for England (RDPE).

Annex B












Forest services indicators

We use our indicator framework to monitor how Forest Services are making English woodland and forestry more resilient. We do this by working with the sector to protect, improve and expand England's woodland. The indicators are proxies for the changes in the real-world that we want to achieve. We use them to provide evidence to advice on





policy, for setting up mechanisms for delivery and to enable our partners to hold us to account. Forest Services indicators show the impact of our work with the sector and show wider changes to condition of England's woodland. The trends in these indicators are important. We report a sub-set of the headline indicators

quarterly and the whole framework annually on our website. In the table that follows headline performance indicators are shown in the mid green rows, and other indicators in the lighter green rows. Forest Enterprise indicators are shown at Annex C.

Indicator	Type	Trend
PROTECT		
Pests and diseases		
Percentage of England's woodland threatened by significant pests or diseases already present (by area of species affected)	New & Headline (quarterly)	tbc
Number of tree pests and diseases established in England in the last 10 years		✓
Other protection indicators		
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).	Upgraded to Headline (frequency uprated to quarterly)	≈
Measure of woodland resilience to climate change based on the size and spatial configuration of woodland patches within the landscape		✓
IMPROVE		
Economic and environmental gain		
Percentage of woodland in active management (including the Public Forest Estate)	Headline (quarterly)	✓*
Area of Woodland in England that is certified as sustainably managed		✓
Number a) apprentices and b) university students entering forestry		a) ✓ b) ≈
Annual increment of volume of wood in England's forests		...
Area of felling licences issued		✓
Gross Value added from domestic forestry		✓
Percentage of the total amount of wood that grows in English woods which is harvested		✓
Volume of timber brought to market per annum from the Public Forest Estate and other English sources		✓

Indicator	Type	Trend
Places for wildlife to prosper		
Hectares of restoration of a) plantations on ancient woodland sites (PAWS) and b) open habitat	FS & FE elements combined	a)  b) 
Measure of what is happening to the number and variety of species that live in woodland; using the Woodland Birds data		
Percentage of woodland Sites of Special Scientific Interest (by land area) in desired condition	FS & FE elements combined	
Measure of the conservation condition of woodlands using information from the National Forest Inventory		
People's health and enjoyment of woodland		
Percentage of people in Priority Places close to accessible woodland	FS & FE elements combined	
Number of visits to woodland from Natural England's Monitor of Engagement with the Natural Environment survey (MENE)		
Percentage of people actively engaged in woodland		
EXPAND		
Increased woodland creation		
Area of Woodland	Headline (annual National Statistic with quarterly partial interim updates using CS and NE data)	 *
Carbon storage to help reduce climate change		
Projected carbon capture in 2050 on Woodland Carbon Code woodland creation projects		
Carbon captured by English woodlands		
CUSTOMER SERVICE AND BUSINESS METRICS		
Percentage of grant and felling license transactions completed on time or early	Felling License and Legacy grant elements only	tbc
(New customer service indicator akin to an RPA one – details to be developed)	New	tbc
Number of employees (full time equivalents)	FS element	tbc
Number of training events provided by the internal Human Resources Learning & Development team taken up by employees	FS element	tbc
Number of significant work-related accidents per 100 employees	FS element	tbc

Reporting is annual unless otherwise shown. Trends for all indicators reflect change between the baseline, normally at 1 April 2011, and the report as at 31 March 2014. The exception are the trend symbols marked * where the assessment is to 30 September 2014. Trends showing little or no overall change normally occur as a strong performance is being maintained. 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 overall change
-  Deteriorating
-  Not assessed due to insufficient or no comparable data








Annex C

Forest enterprise indicators

The work of Forest Enterprise contributes to many of the Forest Service's indicators. In some instances we are able to count and publish these contributions to the wider goals for the sector. There are also a series of

indicators that are specific to monitoring the success of Forest Enterprise. Together we report both these types of indicators and they are shown below. A sub-set of Forest Enterprise headline indicators are published quarterly,

and the whole framework annually. In the table that follows headline performance indicators are shown in the mid green rows, and other indicators in the lighter green rows.

Indicator	Type	Trend
PROTECT		
Maintain UK Woodland Assurance Standard certification on the Public Forest Estate		
IMPROVE		
Economic and environmental gain		
Number of private sector businesses operating on the Public Forest Estate	FE headline quarterly	 *
Percentage of woodland in active management	FE contribution to FS Headline indicator (quarterly)	tbc
Volume of timber brought to market per annum from the Public Forest Estate and other English sources	FE contribution to FS Headline indicator	tbc
Places for wildlife to prosper		
Hectares of restoration of a) plantations on ancient woodland sites (PAWS) and b) open habitat	FE contribution to FS Headline indicator	a)  b) 
Percentage of woodland Sites of Special Scientific Interest (by land area) in desired condition	FE contribution to FS Headline indicator	tbc
People's health and enjoyment of woodland		
Percentage of people in Priority Places close to accessible woodland	Newly start reporting FE contribution to this FS indicator	tbc
Number of people engaged in permitted locally led events and activities on the Public Forest Estate	Number of people element of existing indicator	
Customer Service and Business Metrics		
Cost of Managing the Public forest Estate (per hectare)	FE headline (quarterly)	 *
Customer satisfaction rating for visits to the Public Forest Estate from the interactive 'rate my visit' facility		
Number of employee (full time equivalents)	FE element	tbc
Number of training events provided by the internal Human Resource Learning & Development team taken up by employees	FE element	tbc
Number of significant work-related accidents per 100 employees	FE element	tbc

Notes

Reporting is annual unless otherwise shown. Trends for all indicators reflect change between the baseline, normally at 1 April 2011, and the report as at 31 March 2014. The exception are the trend symbols marked * where the assessment is to 30 September 2014. Trends showing

little or no overall change normally occur as a strong performance is being maintained. 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 overall change



Deteriorating



Not assessed due to insufficient or no comparable data



We will consider all requests to make publication content available in alternative formats. Please contact:

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

Tel: 0300 067 5046

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

For all other enquiries contact:

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

0300 067 4000
fe.england@forestry.gsi.gov.uk

forestry.gov.uk/england



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