



Forestry Commission
England



Corporate Plan 2017-18

Contents

Foreword	3
Delivering for England's Forests	4
Forest Services	5
Introduction	5
Protect, improve, expand	6
Protect	7
Improve	11
Expand	14
Research, evidence, indicators and data	18
Forest Enterprise England	19
England's national forests	19
Objectives for England's national forests	20
Cross-border / Corporate Forestry Support	23
Introduction	23
Forest biosecurity	24
Climate change	26
Evidence	27
Standards and international forestry	29
Corporate governance	30
Corporate programmes	31
Future of the Forestry Commission	31
Annex A: Sources and uses of funds	33
Annex B: Forest Services indicators	34
Annex C: Forest Enterprise indicators	36

Foreword



Dr Thérèse Coffey MP
Parliamentary Under Secretary
of State for the Environment

Healthy, thriving woodlands are vital to our environment, and as minister responsible for forestry I know how much Forestry Commission England's work to protect, improve and expand those woodlands contributes to the Defra Group's shared objective to create great places for living.

England's public woods and forests continue to be held in trust for the nation, and make a vital contribution to the economic life of our country, first and foremost by producing a stable supply of high-quality timber. Our public forests offer ever-expanding opportunities for people to visit and connect with nature; whether that is through a simple walk with the dog, taking on a high-ropes course, stargazing in some of the least light-polluted landscapes in the country or by participating in volunteering or learning opportunities.

Forestry Commission England is fostering effective commercial partnerships with organisations ranging from utility suppliers and Forest Holidays, to small fitness businesses. It also has strong strategic relationships with organisations like Arts Council England and wildlife and conservation groups. As I saw when I visited Whinlatter Forest last year, Forestry Commission England is committed to caring for our public woods and forests, balancing the needs of people, nature and the economy.

Forestry Commission England also supports the wider forestry sector, delivering comprehensive support for woodland owners and managers, and helps with planning and planting new woodlands compliant with the UK Forestry Standard. Forestry Commission England does really

important work with landowners and managers to support the management of woodlands; to identify and tackle tree health issues and limit the spread of pests and diseases. They also regulate to protect our woodlands from inappropriate felling, while seeking ways to make it as easy as possible for rural businesses, landowners and communities to make the most of their woodland.

Over the next year I anticipate ongoing engagement with the sector will be needed, to form clear plans to seize opportunities for our woods and forests as the United Kingdom prepares to leave the EU. Forestry Commission England's practical experience as custodian of our public woods and forests, and as the government's forestry experts, will be vital to enabling this process.

I am really pleased that Forestry Commission England continues to adapt and prepare for these opportunities, and I wholeheartedly endorse this Corporate Plan.

Delivering for England's Forests



Sir Harry Studholme
Forestry Commission Chair

Forests are living ecosystems, which change in response to their environment. In Forestry Commission England, we echo this; responding to new challenges by adapting and improving how we work, to ensure our forests and woodlands are resilient for the future; striving to meet the ambitions of the government and the public by managing healthy forests that not only produce timber but also provide wonderful places for people to enjoy.

So much of what we provide is not captured in the figures of our Financial Accounts. The Natural Capital Account that we introduced in 2016 is now enabling us to make better decisions for our public woods and forests, properly balancing the needs of people, nature and the economy.

Protecting England's trees and woodlands from pests and diseases is an on-going high priority for Forest Services. Another high priority is helping the private sector plant new woodlands, contributing to the government's ambitions to plant 11 million trees. We will encourage landowners to plan and plant new woodland to the UK Forestry Standard. The Countryside Stewardship Woodland Creation grant will continue to provide support alongside the Woodland Creation Planning grant and the Woodland Carbon Fund.

Planting for timber production is important but woodland creation will also contribute to other national priorities such as flood mitigation and improving air and water quality and liveability in cities; one example being the City Forest Park in Manchester.

This year we will engage with the forestry sector to optimise opportunities arising from departure from the EU and to plan for a smooth transition to future arrangements. Forest Services will continue to review regulatory processes to see how we can make it easier for the forestry sector to do the right things.

The Scottish government's legislation on the future of forestry in Scotland will have limited impact in England, but importantly we will work closely with colleagues in Scotland to ensure continued cross-border collaboration on vital work such as plant health operations and forest research.

Forestry Commission England shares in the aims of the single Defra Group Strategy and where appropriate we are streamlining corporate services with other Defra Group organisations. This Corporate Plan lays out an ambitious programme for how all of us in Forestry Commission England and our cross-border teams will work with all our partners to create great places for living.

Forest Services

Introduction

Forest Services is the government's forestry experts. We help to make England a great place for living by encouraging and supporting landowners and the sector to protect, improve and expand England's woodlands.

To do this we:

- set standards for sustainable forest management
- provide expert advice on forestry and woodlands
- regulate woodland management and creation
- survey, monitor and take action against tree pests and diseases
- deliver and support incentives to create and improve woodland

We do all this by working with wider government - the Defra Group in particular - and the forestry and woodlands sector.

Our focus this year will be on:

- progress towards delivering the government's commitment to plant 11m trees
- contributing to the development of the 25 Year Environment Plan by engaging the forestry and woodland sector
- further integrating with the wider Defra Group by developing joint local delivery plans with the Environment Agency and Natural England for each of their joint 14 areas
- working with the rest of government to prepare for, and make the most of, the opportunities for England's forestry and woodlands as we prepare to leave the EU
- implementing the further devolution of forestry following the introduction of legislation in the Scottish Parliament

Forest Services Areas



Protect, improve, expand

Protect

We will: Manage threats from pests and diseases of woodland trees so that the value of natural capital in woodland is maintained.

Make woodland more resilient by increasing its ecological diversity and enabling landowners to manage populations of deer, grey squirrels and invasive species.

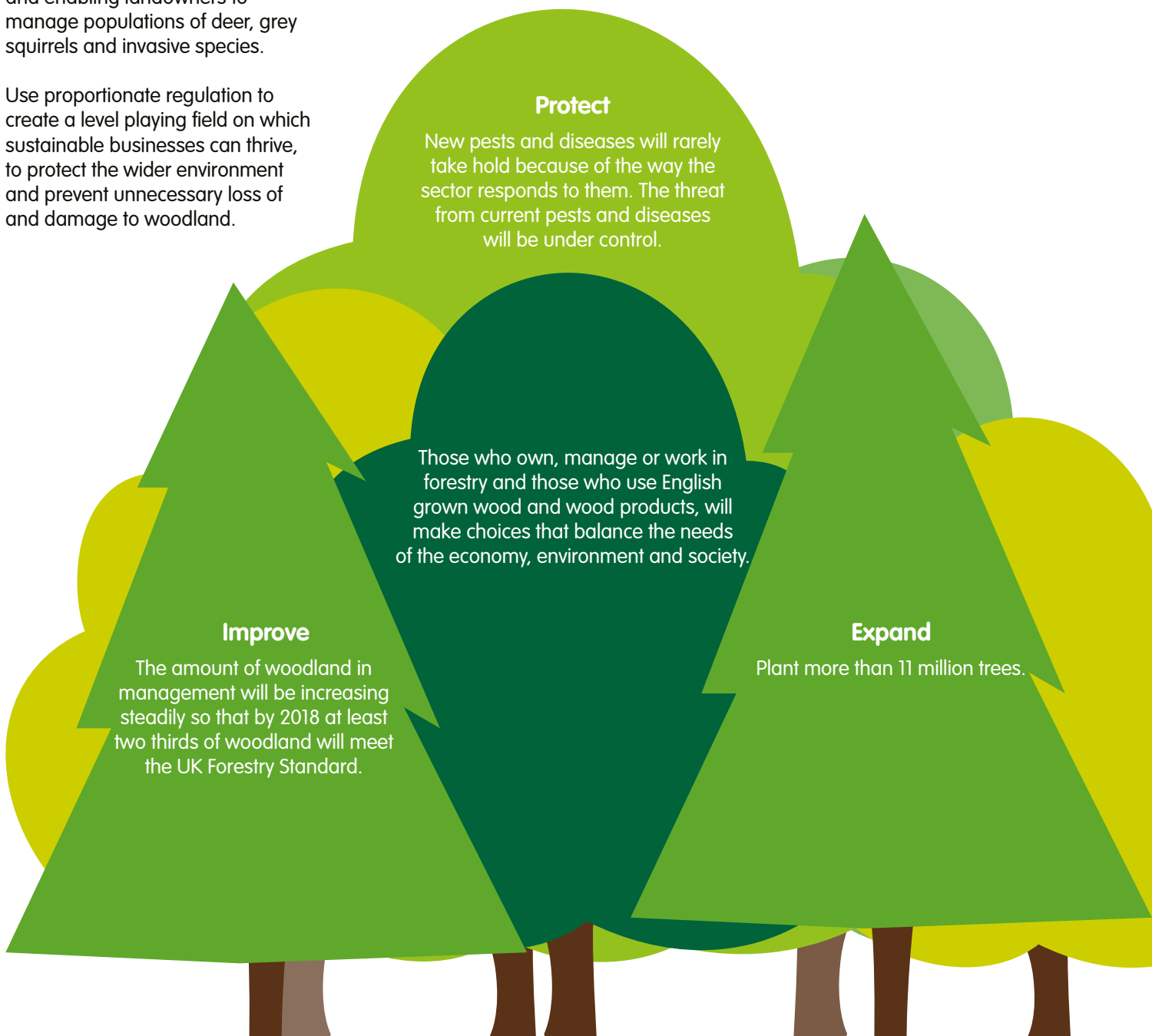
Use proportionate regulation to create a level playing field on which sustainable businesses can thrive, to protect the wider environment and prevent unnecessary loss of and damage to woodland.

Improve

We will: Support growth in the forest economy and bring more woodland into sustainable forest management, benefiting people, nature and the economy, in line with the UK Forestry Standard (UKFS).

Expand

We will: Help the forestry sector create more woodland in England to provide increased environmental, social and economic benefits.



Protect



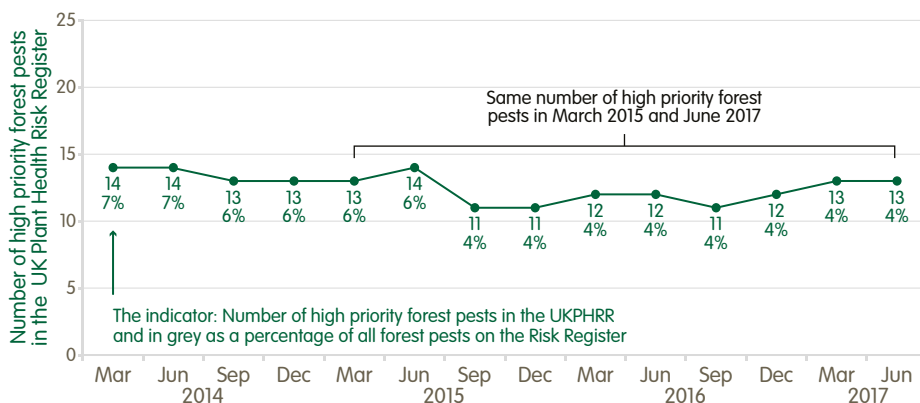
Tree health

We aim to manage threats from pests and diseases so they do not significantly threaten the value of forestry and the wider environment's natural capital.

Forest Services' focus is on 'inland' operations. Other parts of Forestry Commission England and the Defra Group are responsible for international surveillance for potential threats, inspections at the border and research activities.

We will run efficient surveillance systems, including the use of citizen science where appropriate, so that we can identify and respond quickly and proportionately to any potential threats. To help prioritise our actions we will use the UK Plant Health Risk Register, which sets out the relative risks of pests and diseases.

Number of high priority forest pests in the UK Plant Health Risk Register



Key indicator: Number of high priority forest pests in the UK Plant Health Risk Register

Source: UK Plant Health Risk Register (UKPHRR)¹

¹ <https://secure.fera.defra.gov.uk/phw/riskRegister/>

KEY ACTIVITIES:

- contribute to revising the government's Tree Health Resilience plan
- surveys and programmes to manage the impact of *Phytophthora ramorum*, oak processionary moth, Chalara ash dieback, oriental chestnut gall wasp and sweet chestnut blight
- regular aerial survey of the country and land-based follow-up surveys of potentially high risk sightings
- awareness raising and biosecurity training for the sector
- make our tree health data more open and accessible to the sector
- continue delivering the Countryside Stewardship tree health grant
- plan for continued protection against pests and diseases as we prepare to leave the EU



A nation better protected against floods, animal and plant diseases and other hazards, with strong response and recovery capabilities.

Creating a great place for living: Defra's Strategy to 2020



KEY ACTIVITIES:

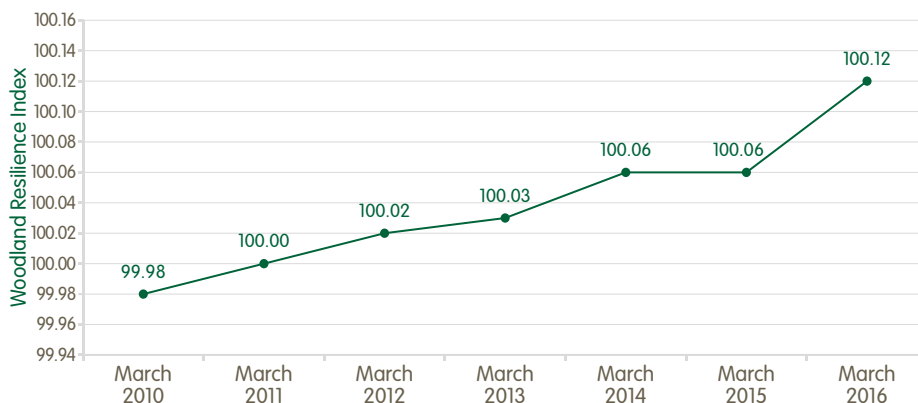
- integrate forestry with the government's long term plans for the environment
- review, with Natural England, landscape-scale deer management contract outcomes to date and agree on future deliverables
- continued implementation of the UK Squirrel Accord action plan
- disseminate and promote updated squirrel control guidance
- provide training on new tools and guidance to the sector
- support the Urban Forestry and Woodlands Advisory Committees (FWAC) Network
- lead a review of evidence on resilience and nature conservation, to support the development of a cross sector position
- support continued development of the Forest Education Network
- run an annual contingency planning exercise

Woodland resilience

We aim to increase the resilience of England's woodland resource and forestry sector to current and future threats, including climate change, damaging invasive species, deer and grey squirrels.

We will help landowners to transform their woodland by increasing ecological diversity and collaborating across holdings. Our work will be shaped by the development of the Defra 25 Year Environment Plan.

Woodland Resilience Index



Key indicator: Measure of woodland resilience to climate change based on the size and spatial configuration of woodland patches within the landscape

Source: Forestry Commission administrative data and the National Forest Inventory modelled by Forest Research



A cleaner, healthier environment, benefiting people and the economy.

**Creating a great place for living:
Defra's Strategy to 2020**

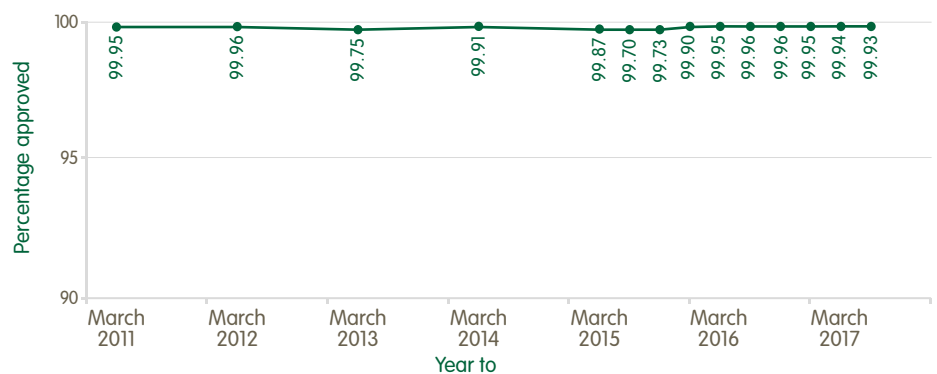


Regulating for sustainable growth

We aim to promote best practice that enables businesses complying with the UK Forestry Standard to thrive, and England's woodland area and natural capital to increase.

We will continue to develop a low-burden, risk-based approach to regulation, support an increasing proportion of woodlands coming under UK Forestry Standard management plans, minimise illegal felling, and deal with non-compliance appropriately. We will ensure that the opportunities following exit from the EU are grasped, and any potentially adverse impact on woodlands is mitigated.

Percentage of known tree felling that is carried out with Forestry Commission approval



Key indicator: Percentage of known tree felling that is carried out with Forestry Commission approval

Source: Forestry Commission administrative data



Better regulation.

Creating a great place for living:
Defra's Strategy to 2020



KEY ACTIVITIES:

- national roll-out and training of service standards for management plan processes piloted in South England
- launch online felling licence application
- implement raised afforestation Environmental Impact Assessment (EIA) thresholds
- engage with work on regulations relevant to forestry, following exit from the EU
- improve internal processes and management information on planning work
- use felling licences and EIA to promote sustainable forest management and protect the environment

Case study

Development of a tree health management system

As part of the tree health IT programme we are committed to developing a modern, user friendly system to provide quick and intelligent access to information about tree health and plant biosecurity.

We are delivering a series of products in 2017-18 including: a holistic tree health management system to deal with the outbreak, surveillance and control of pests and diseases; a tree health data standard; and a central data repository that can be used to provide common reporting on all tree health issues.

The communications plan for the programme has identified over 81 stakeholders with whom we are collaborating in order to implement our projects successfully. These include cross-Forestry Commission partners such as Plant Health GB (PHGB), Forestry Commission Scotland (FCS) and Inventory Forecasting and Operational Support (IFOS), as well as wider government departments and public/private enterprises such as Defra's plant health modelling team, Natural Resources Wales (NRW), Northern Ireland Forest Service (NIFS), Animal and Plant Health Agency (APHA) and Food and Environment Research Agency (FERA).

The programme will bring benefits including:

- increased accuracy, speed and efficient data capture and access in the field to help operational teams make well-informed decisions
- increased ability to share and report on tree health data efficiently
- increased alignment of tree health IT systems with wider government IT (including cloud based/ open standard technology)
- better working across the tree health IT network, facilitating a drive for continuous improvement and sharing best practice with partners

Improve



Support the forest economy

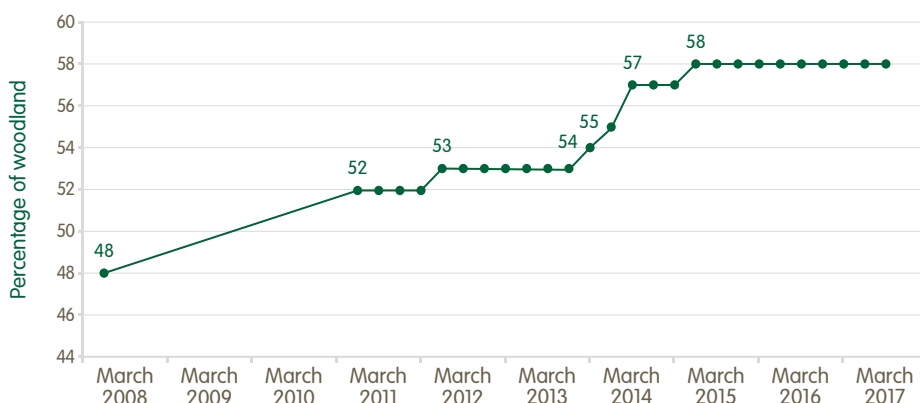
We aim to support a growing forest economy to bring more woodland into sustainable forest management, benefiting people, nature and the economy.

We will work with our partners to support investment and growth in the forestry sector, through increased demand for home-grown timber, helping the sector to develop the

skills and knowledge required for sustainable growth, and providing expert advice on forestry to woodland owners, agents and businesses.

In sustainable forest management, the landowner decides what they want from their woodland, plans how to achieve this, and puts the plan into action, each stage being consistent with the UK Forestry Standard.

Percentage of woodland in active management



Key indicator: Percentage of woodland in active management (including the Public Forest Estate)

Source: Forestry Commission administrative data and the National Forest Inventory

KEY ACTIVITIES:

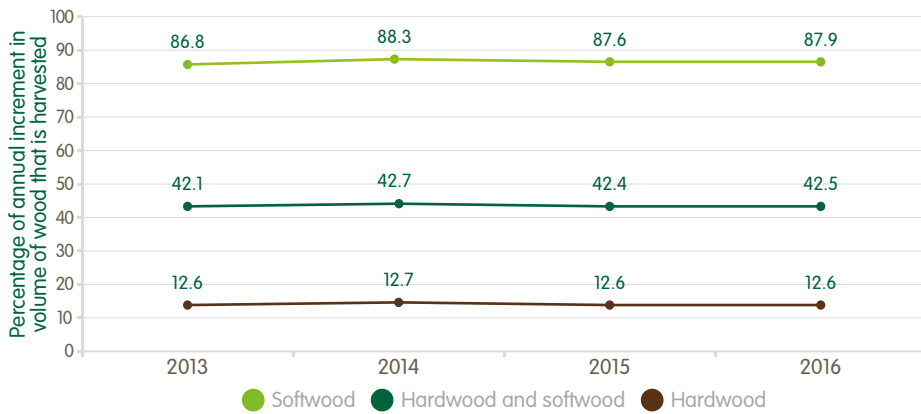
- support new investment to develop modern supply chains and improve market access
- further development and delivery of the 'skills manifesto' building on agreements and progress made with the sector
- enable commercial outcomes in hardwood supply chains
- provide forestry expertise to support the delivery of Countryside Stewardship grants for woodland management planning, woodland improvement and capital items (in line with the government's decisions)
- engage with work to shape future woodland improvement objectives, policy and delivery, following exit from the EU
- continue to administer grant payments under our legacy grant scheme agreements




A rural economy that works for everyone, contributing to national productivity, prosperity and wellbeing.

Creating a great place for living: Defra's Strategy to 2020

Percentage of wood that grows in English woods that is harvested

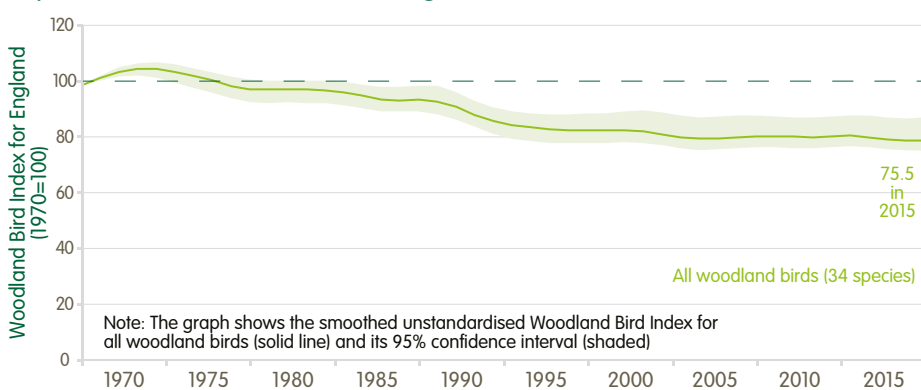


Key indicator: Percentage of the total amount of wood that grows in English woods that is harvested

Source: National Statistics on UK wood production and trade and National Forest Inventory forecasts

Both supply and demand side interventions e.g. Woodland Management Planning grant and Grown in Britain are encouraging private woodland owners to bring un-managed and under-managed woodland back into management. Whilst the rate of increase has slowed slightly the trend has continued to show increased volumes of timber coming to market.

Populations of woodland birds in England, 1970-2015



Key indicator: Populations of woodland birds in England, 1970-2015

Source: Smoothed Woodland Bird Index data (Defra)

Trends in the Woodland Bird Index for England shows stabilisation over the most recent 15 years. There has also been little overall change in the wider UK wild bird all-species indicator since the early 1990s.



Case study

Exmoor Woodlinks

Exmoor Woodlinks is a new initiative managed by Exmoor National Park Authority. The project sprang up in late 2015 from the Forestry Commission England Woods into Management Programme and the Ancient Woodland Restoration Project (funded by the Woodland Trust and the Heritage Lottery Fund (HLF)).

Thanks to a generous HLF grant, Exmoor National Park Authority and the Woodland Trust, along with Forestry Commission England and other partners, are working together to offer woodland owners specialist support to sustainably manage woodlands and in particular restore Plantations on Ancient Woodland Sites (PAWS) as part of the wider rural economy.

Forestry Commission England supports Exmoor Woodlinks by providing funding and an office base for the Project Development Officer, by promoting the initiative and facilitating contact between landowners and stakeholders, and by participating in the project steering group.

In 2016 Exmoor Woodlinks launched the first Grown in Britain group scheme in the UK encompassing 1,761 ha. There are eight members so far, with more joining.

From 2017 the Exmoor Woodlinks initiative will employ a Project Development Officer, who will support the delivery of:

- free and impartial advice to those in the woodland sector, with a newsletter going out to

350 subscribers, and targeted advice to those who need it

- a programme of training events including: 'Woods and Water'; ancient woodland restoration; ESC4 species mix online tool; GIS mapping for management plans and squirrel control
- a demonstration site near Exmoor to allow the trial of new techniques and knowledge exchange
- targeted advice to riparian woodland owners specifically in the upper catchment of the river Exe, helping to improve water quality as part of South West Water's Upstream Thinking programme

Expand

Woodland creation

We aim to support the planting of more woodland in England so that woods provide greater environmental, social and economic benefits.

Woodland creation will be funded through Countryside Stewardship and the Woodland Carbon Fund, and supported by the Forestry Innovation Fund (FIF) woodland creation planning grant. All woodland creation supported by public funds must be consistent with the UK Forestry Standard.

We will encourage more woodland near towns and cities to help stimulate investment and provide sites for recreation. We will support woodland creation across England that helps deliver clean water and air, manages flood risk, improves biodiversity, increases public access and stores carbon, as well as producing timber and wood products.

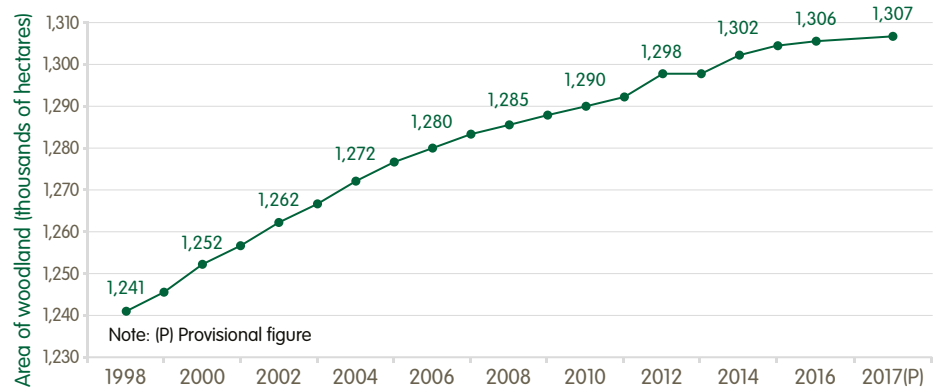


KEY ACTIVITIES:

- continue making progress towards the government's manifesto commitment to plant 11 million trees
- provide forestry expertise to support the delivery of Countryside Stewardship grants for woodland creation
- engage with work to shape future woodland creation objectives, policy and delivery, following exit from the EU
- provide advice to High Speed Two Ltd (HS2) on new woodland design and manage the HS2 Woodland Fund
- as part of the Forestry Innovation Fund, continue administering the Woodland Creation Planning grant, and invite proposals for other ways the FIF can support the forestry sector
- continue administering the Woodland Carbon Fund



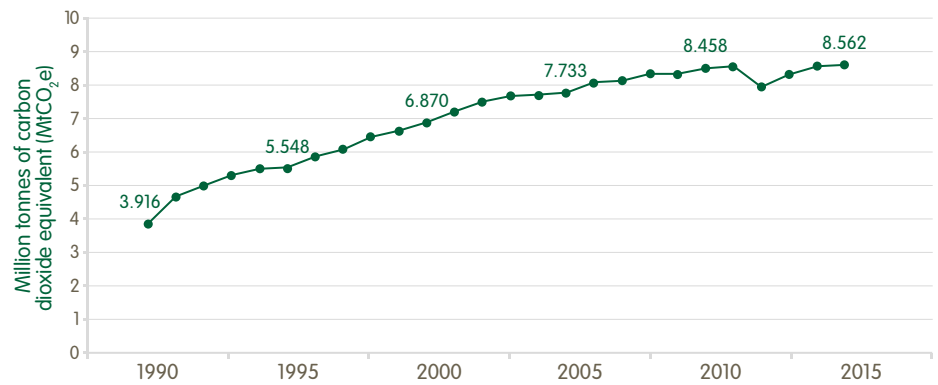
Area of woodland in England



Key indicator: Area of woodland in England

Source: Forestry Statistics (Forestry Commission) based on the National Forest Inventory

Carbon captured by English woodland



Key indicator: Carbon captured by English woodland

Source: UK greenhouse gas emissions statistics (Department for Business, Energy and Industrial Strategy)

- support woodland creation initiatives through expert advice, data and information sharing, promote private investment, innovation and good practice
- ensure woodland creation priorities are reflected in the 14 area integrated plans through local joint working with Natural England and the Environment Agency
- continue to promote the Woodland Carbon Code while developing a succession plan to move beyond government ownership
- support the implementation of woodland and tree planting elements of the Environment Agency's £15m fund to promote natural flood measures
- implement raised thresholds for afforestation Environmental Impact Assessments
- invest in additional frontline capacity to facilitate larger scale woodland creation

Case study

Action Plan for Cumbria: 'Reducing Risk from Source to Sea'

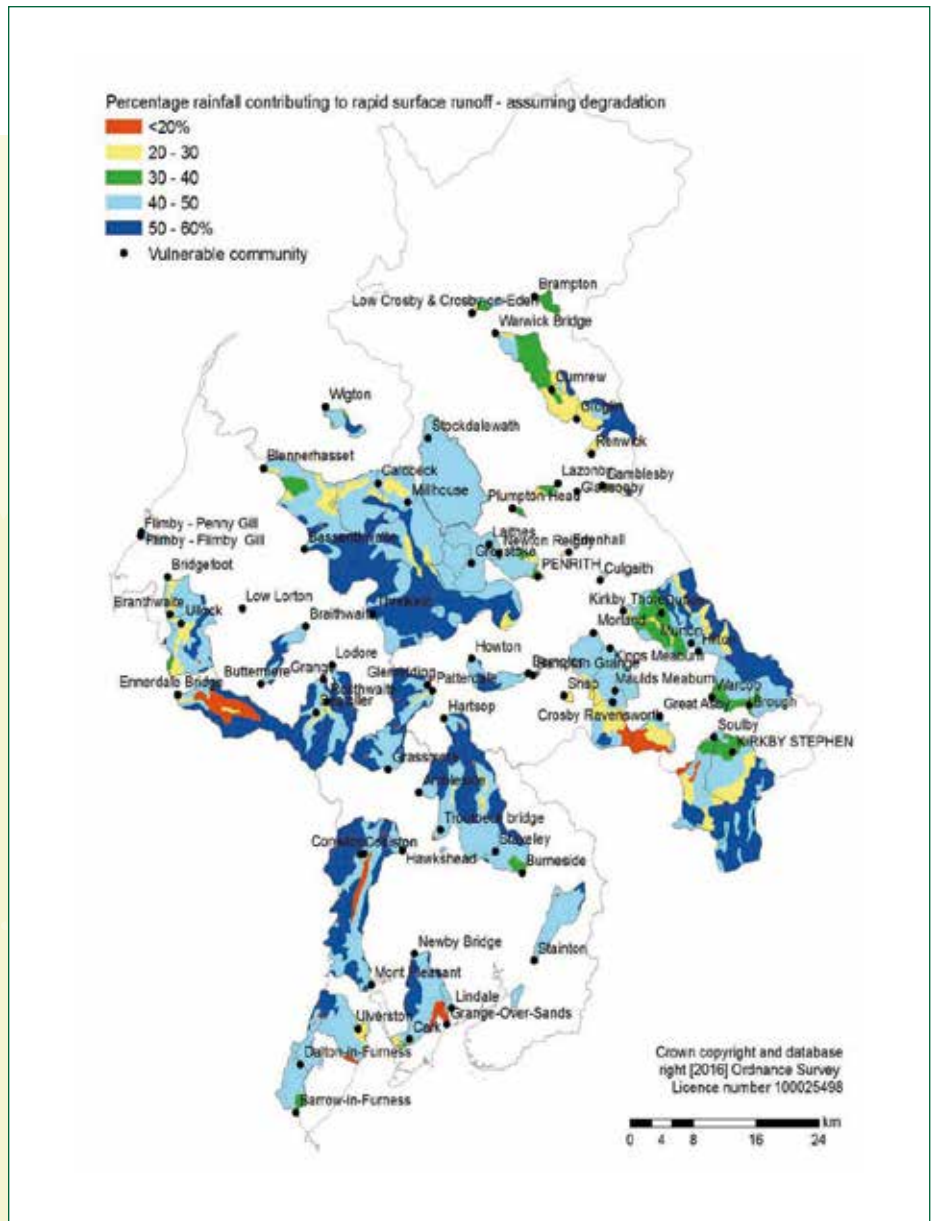
Immediately after storm Desmond in December 2015, Defra ministers initiated the creation of a long-term Action Plan for Cumbria. 'Reducing Flood Risk from Source to Sea' outlined the details of natural flood management (NFM) measures, including woodland creation and management, to help reduce flood risk for the 90+ communities at risk of flooding.

Forestry Commission England responded by identifying the primary mechanisms by which woodlands can deliver flood mitigation and the North West and West Midlands area teams worked with Forest Research and the Environment Agency; providing specialist and local insight to help twin communities at risk of flooding with the best science, GIS modelling and good practice to identify catchments of less than 100km² where natural flood management might offer the greatest flood risk benefits.

The area teams also recruited a Woods for Water Flood Mitigation Adviser for an initial six-month period to aid delivery on the ground. This work is being carried out in close collaboration with the Environment Agency and other partners.

In 2017-18, this mapping work will:

- inform targeted action for woodland creation contributing to flood risk management mitigation
- help to implement the Environment Agency-led £15m Natural Flood Mitigation measures programme and utilise funding from Countryside



Stewardship and the Woodland Carbon Fund to support further targeted woodland creation

- help communicate the benefits of targeted woodland creation for flood mitigation by others in the North West and West Midlands
- be replicated in other parts of England under an Environment Agency lead; the Environment Agency has built a GIS model and 'carrying' tool that will be tested for its applicability across England which will help to establish an evidence-based and uniform approach

Ultimately this evidence-based approach affords maximum NFM assurance of flood risk mitigation for communities at risk. The NFM woodland creation and woodland management will also benefit biodiversity by controlling diffuse water pollution, better silt and gravel management thus improving spawning and providing more woodland habitats for wildlife to thrive.

Research, evidence, indicators and data



We will continue to use evidence to work out how to better achieve and monitor the outcomes we want for forestry. We will operate within the Science and Innovation Strategy for Forestry in Great Britain (SIS) and the Defra Group's evidence strategy.

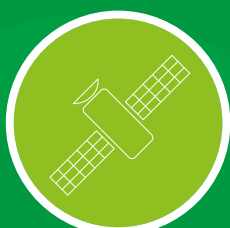
Our indicator framework is an important part of our evidence base. The indicators are proxies for the changes in the real world that we want to achieve. Their trends help us: monitor changes in England's woodland resource and forestry sector; see the impact of our work to enable the sector to protect, improve and expand England's woodland; and report on our performance so others can hold us to account.

Data and evidence will be especially important to inform decisions relating to forestry as we prepare to leave the EU, and to monitor the implementation of joint area integrated plans with Natural England and the Environment Agency. We will carry on working closely with Defra on evidence and data.

We will implement decisions on the future arrangements for forestry research commissioning in England to ensure critical research and evidence remain available to inform policy and decision-making.

KEY ACTIVITIES:

- continue to work with Forest Research to gain knowledge from the research programmes arising from the SIS
- implement decisions on the future of forestry research so that England's evidence needs are still met, including during any transition to new arrangements
- further develop and use forest inventory and management information in the development, implementation and monitoring of 14 area integrated plans
- publish further data sets as part of Defra's open data strategy
- continue to support Forest Research to develop and make available the National Forest Inventory and other key data sets for forestry, such as the Ecological Site Classification Support System for tree planting
- publish quarterly and annual reports of our indicators



Data.

Creating a great place for living:
Defra's Strategy to 2020

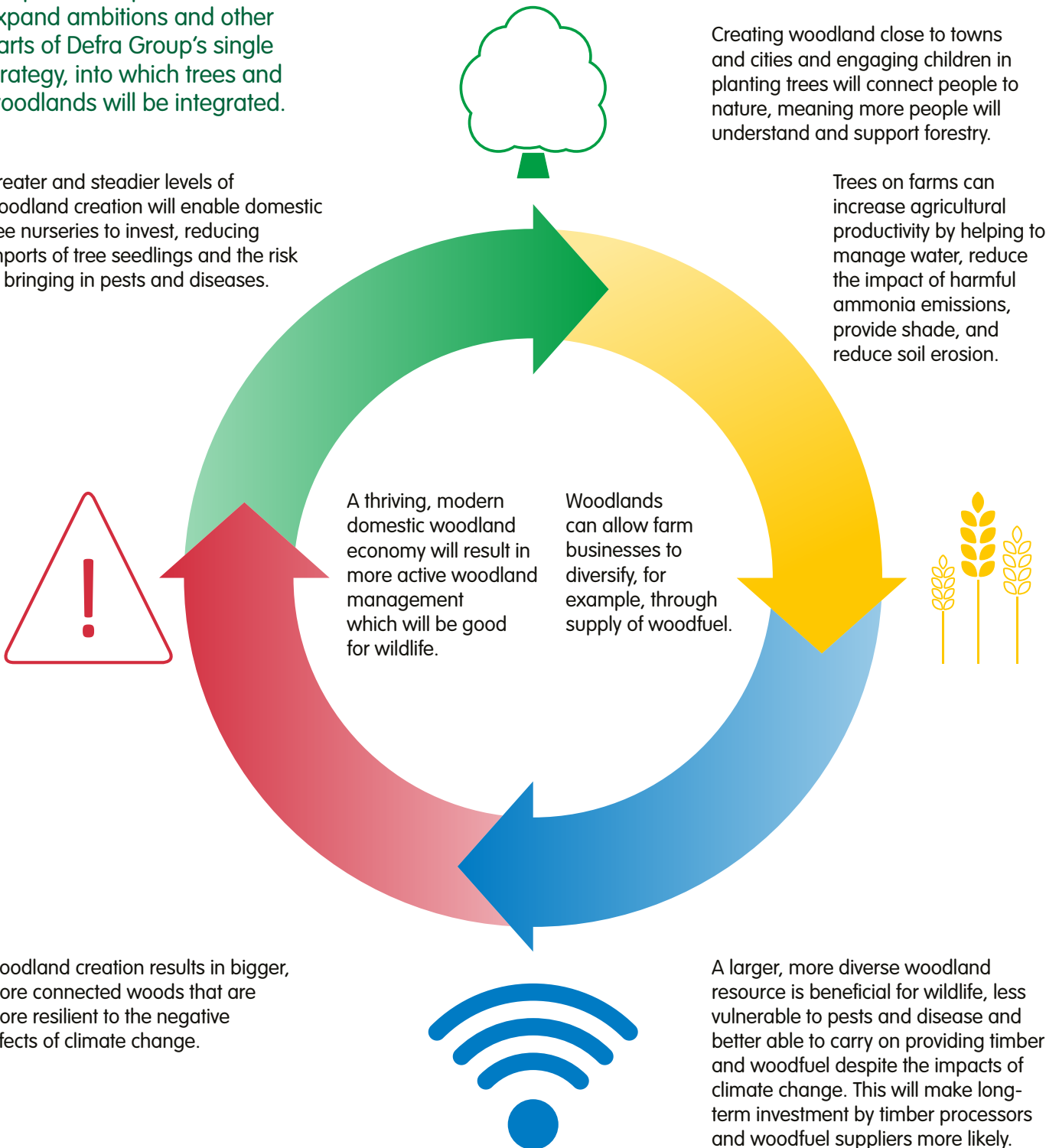
Interactions

There are interactions between our protect, improve and expand ambitions and other parts of Defra Group's single strategy, into which trees and woodlands will be integrated.

Greater and steadier levels of woodland creation will enable domestic tree nurseries to invest, reducing imports of tree seedlings and the risk of bringing in pests and diseases.

Creating woodland close to towns and cities and engaging children in planting trees will connect people to nature, meaning more people will understand and support forestry.

Trees on farms can increase agricultural productivity by helping to manage water, reduce the impact of harmful ammonia emissions, provide shade, and reduce soil erosion.



Woodland creation results in bigger, more connected woods that are more resilient to the negative effects of climate change.

A larger, more diverse woodland resource is beneficial for wildlife, less vulnerable to pests and disease and better able to carry on providing timber and woodfuel despite the impacts of climate change. This will make long-term investment by timber processors and woodfuel suppliers more likely.

Forest Enterprise England



England's national forests

England's national forests are a treasured natural, economic and social resource held in trust for the nation and managed by Forest Enterprise England (FEE). Covering more than 250,000 hectares, England's national forests make up almost a fifth of the total forest resource, and with 1,800 forest areas dispersed throughout the country almost everyone in England is within an hour drive of a forest that we look after.

We manage England's national forests for much more than timber. They capture carbon, clean our air and water and control flood risk. They also provide places for people to enjoy, wildlife to flourish and business to grow.

Changes to the value of the benefits provided by England's national forests

are measured through FEE's Natural Capital Account which we publish alongside our traditional financial accounts. The Natural Capital Account provides a structured and transparent way to quantify the full value of services provided by England's national forests and the impact of our management of them. The account reflects both the value to the organisation as well as to wider society, providing a broader perspective when compared to traditional financial reporting. The 2016-17 Natural Capital Account was published in summer 2017.

We operate a mixed business model, deriving income from trading activities and from government funding via Forestry Commission England. Trading activities range from the sale of timber, providing leisure and tourism services and maximising the broader commercial potential of the land we manage through rental and mineral income, licences and permissions. We also receive income from a range of

public, private and charitable sources through partnerships to support specific developments or programmes.

The costs for associated activities, such as biodiversity conservation and managing public access, are met through Forestry Commission England's financial settlement from Defra and managed through a Payment for Ecosystem Services (PES) agreement between FEE and Forestry Commission England. Together with funding to pay for allocated Forestry Commission overhead costs, in 2017-18 this will amount to around £20.5 million.

The next section of this document sets out the activities we will undertake in 2017-18 in order to achieve the outcomes for the activities detailed in our Payment for Ecosystem Services agreement with Forestry Commission England.

Objectives for England's national forests



Forest Enterprise England manages the public forest estate for people, nature and the economy. Further information on our timber production and other aspects of our trading activity can be found in our Annual Report.

Funding from the taxpayer for FEE supports delivery of the following outcomes:

Nature

England's national forests are a unique resource. They deliver a range of benefits to society with irreplaceable habitats in which many species flourish enhancing both our natural and cultural heritage at a landscape and local scale.

We are working to achieve the following nature-focused outcomes in 2017-18:

- the 67,796 ha of designated habitats (Sites of Special Scientific Interest (SSSIs), Special Protection Areas (SPAs) and Special Areas of Conservation (SACs)), are managed so that 99% are maintained as being in favourable or recovering condition and 50% are in favourable condition by 2020
- the 39,337 ha of Plantations on Ancient Woodland Sites that are not designated as SSSIs are steadily restored so that 2,900 ha have been restored to native woodland by 2020
- the 7,432 ha of Ancient Semi Natural Woodland that are not designated as SSSI are managed and there is a steady improvement in their condition so that at least 45% are in favourable condition by 2020
- the 22,348 ha of Open Habitat that are not designated as SSSI are managed so that their condition is steadily improved and 3,800 ha of additional Open Habitat are created by 2020

Case study

Theftord Forest Plan and forest resilience

Our forests are facing unprecedented pressures. The threat from pests and diseases has never been greater and our changing climate is likely to lead to increasing temperatures and more frequent extreme weather events. We need to ensure that we are creating diverse and resilient forests that can withstand these challenges, now and in the future.

We are changing the way we approach the management of Theftord Forest to address some of the immediate difficulties caused by Dothistroma needle blight and to diversify the species mix to make the forest more resilient to our changing climate and any future disease outbreaks. This will also help safeguard the valuable role Theftord Forest plays in providing habitat for important wildlife, especially birds.

Starting in 2017-18, the two-year forest resilience programme consists of ten individual projects which will include consideration of future thinning regimes, species choice and improvements to the habitats found in the forest.



Case study

Thames Chase

Responding to the challenges posed by the current economic climate, Forestry Commission England has established innovative partnerships with the private sector to help bring disused and poorly restored brownfield sites into public use as community woodlands. The Thames Chase Community Forest is a major pioneering regeneration initiative, spanning east London and south west Essex, and occupying over 10,000 ha. Managed by a charitable trust, with Forestry Commission England a delivery partner, it has been designed to deliver a comprehensive package of urban, economic and social regeneration by creating a high-quality environment.

At present we manage ten sites covering almost 400 ha. These sites deliver a host of valuable features for the public to enjoy, including:

- over 400,000 trees and shrubs
- 33km of walks and greenways
- a range of bike routes, from family-friendly tracks to a mountain bike trail

- 12km of trails dedicated for horse riding
- numerous play facilities for children
- hides for watching wildlife

This network of sites is helping to support wider health and wellbeing initiatives and provides a focus for on-site community activity and volunteering opportunities. The new, diverse landscape has been designed to complement the surrounding natural environment.

The landscape also provides green corridors which link otherwise isolated pockets of green space, allowing species to move more freely between them. This year we will acquire a new 7 ha site which, once established, will link even more of this green space. The site is due to be planted during 2017 and will be formally opened to the public in spring 2018.

Converting former landfill sites into safe and accessible community woodland has made a valuable contribution to the quality of the local area and provides a resource that local people, businesses and community groups can use.

People

It is important that there are opportunities for people from all backgrounds to connect with England's national forests for enjoyment, education or relaxation. We want communities to become involved with England's national forests and take part in activities that improve quality of life, health and learning.

We are working to achieve the following people-focused outcomes in 2017-18:

- a wide variety of high quality learning initiatives continue to be delivered and facilitated to around 350,000 people, through which visitors, schools, groups, families and individuals will be able to engage with, and learn about, trees and forests and their sustainable management
- enable around 100,000 hours of high-quality volunteering
- the extensive and diverse range of 954 designated heritage assets are cared for, so they are conserved with less than 10% simultaneously on the risk register, as assessed by Historic England. Significant undesignated heritage assets and listed structures in England's national forests are also conserved. In addition to their conservation, the enjoyment and understanding of these assets is facilitated



Case study

Shadow Rangers

We really value the contribution that volunteers make to helping us create and care for the nation's forests and are committed to investing in our dedicated volunteers. We recognise the positive effect that volunteering can have on individuals and society and will continue to support these activities throughout 2017-18 and beyond.

One way we will do this is by building on our Shadow Ranger programme in the Central England District, which has already seen many graduates progressing to paid roles within the environmental sector.

Shadow Rangers volunteer for a six-month period on a flexible, part-time basis. Volunteers gain experience working with FEE employees in

recreation, learning and community engagement. In the coming year we will increase the number of placements. We will also extend their scope to include opportunities to experience ecology and bushcraft so we can offer a wider range of activities for our Shadow Rangers to get involved with, allowing them to tailor their experience relevant to their interests and objectives.

Shadow Rangers receive mentoring, guidance and training and are very much integrated into the district team. In return we benefit from a group of committed and enthusiastic volunteers who help us deliver valuable benefits for people, wildlife and the economy.



Cross-border / Corporate Forestry Support



Introduction

During 2017-18, Corporate Forestry Support (CFS) cross-border functions will continue to transfer to Forestry Commission England and the devolved administrations; to complete the devolution of forestry.

We will work closely with the devolved administrations to deliver professional and expert advice and guidance and ensure that business continuity is maintained during the transition phase.

As the transition process progresses, CFS cross-border functions will continue to provide the following specialist functions:

- forest biosecurity
- climate change
- evidence
- standards and international forestry
- corporate governance

Forest biosecurity



Forest and wider ecosystem health is our highest priority. Society needs healthy and resilient forests to support the economy, provide mental and physical stimulation, and act as a haven for a rich and varied biodiversity.

The changes in weather patterns and a gradual change in site suitability for some of our major species combine with an increasing number of damaging non-native pests and pathogens to heighten the threat to our woodlands' resilience. The need to grow the economy will

result in increased levels of trade. We must anticipate and be ready to respond to threats, enhance levels of vigilance at our borders, and work closely with our stakeholders to ensure a consistent approach across Great Britain.

We will continue to work in partnership with wider government, academia and the forestry sector to mitigate and manage these threats. This will involve continuing facilitation of the Great Britain and Northern Ireland Tree Health Advisory Group and close working with Defra's Chief Plant Health Officer and the plant health services in each country.

Wherever possible, we will supplement our research funding on tree health through partnership and collaboration, building new capacity and capability. We will work closely with the UK Science Partnership for Animal and Plant Health to ensure that resources are targeted effectively to provide a response to new threats and prevent them from becoming established.

Key activities

- undertake analysis of plant health risks, treatment costs and strategies for containment and/or eradication, including new pathways such as emerging trades
- provide advice to underpin the UK Plant Health Risk Register and draft new shared contingency plans on priority tree threats
- close co-ordination and expert input to the Defra Plant Health Risk Group resulting in a set of prioritised actions on tree pests and pathogens
- provide expert input to Defra to enable the production of the UK Plant Biosecurity Strategy and England Tree Health Management plans
- update the advice and guidance on managing Chalara ash dieback and *Phytophthora ramorum* and produce guidance on the ecological implications of Chalara ash dieback
- co-ordinate cross-border outbreak management teams
- make an expert contribution to the implementation of the new EU Plant Health Regulation

- support the UK Chief Plant Health Officer in safeguarding the UK's biosecurity
- ensure compliance with EU inspection targets for imports into the EU of wood, wood products and isolated bark, including an enhanced commodities inspection programme in high risk areas
- plan for continued protection against pests and diseases as we prepare to leave the EU, including through supporting the UK government in preparations for the Great Repeal Bill to ensure important tree health regulations continue to have effect after we leave the EU
- draft plant health legislation as required and prepare submissions for ministers
- maintain the Forest Reproductive Materials (FRM) register and ensure that the industry is complying with requirements, and initiate legal action for non-compliance as required

Indicators

- number of interceptions of non-compliant imports
- meet our customer-care target of inspecting 95 percent of imports of wood and wood products on the day of notification of landing, or the next working day
- monitor the notification of firewood imports and examine up to 10% of consignments



A statutory notification system for imports of firewood

The Plant Biosecurity Strategy for Great Britain April 2014 commits to strengthen existing inspection activity through the notification of high-risk intra-EU trade. This supports compliance monitoring of plant passport requirements. The UK Plant Health Risk Register has identified a number of pests which could be transported with firewood.

Most of the firewood imported into Great Britain is from the EU and has not been subject to notification at the time of import; because either a plant passport has been obtained by the supplier or it is not subject to plant health controls.

During 2015-16 we worked with Defra to develop a proposal requiring all imports of firewood to be notified to our plant health service. The scheme applies in

England and Scotland and will be used by the Forestry Commission to monitor the import trade in firewood. Under the scheme importers are required to provide information via an online notification form on timber species, quantity, country of export and the country of origin of the firewood. Based on the information received in the notification a decision will be taken on whether to inspect consignments after they have been landed.

Examples of pests which can be introduced on firewood from Europe include pinewood nematode, *Ips typographus* and sweet chestnut blight. Emerald ash borer is now present in Russia and represents a high risk pest which could enter the EU through Eastern Europe, and onward to the UK on firewood.

Climate change



Trees and woodlands help to tackle climate change by removing carbon dioxide from the atmosphere, and producing wood products that can substitute for fossil fuel-intensive energy and materials. Woodlands also help us to adapt to the impacts of climate change, for example by alleviating flooding and providing shade and cooling in towns and cities.

We will commission research to strengthen the evidence base on how woodlands contribute to climate change mitigation and adaptation. We will fund further research into the provision of other ecosystem services - including the role of woodlands in alleviating flooding - which will help to build a business case for investing in woodlands to deliver such services.

We will continue to develop and promote the Woodland Carbon Code to enable it to operate effectively into the future. We are working further with Forestry Commission colleagues, Defra, the Office for National Statistics and other partners to develop Natural Capital Accounts for forestry.

Key activities

- enhance certification and monitoring procedures for the Woodland Carbon Code and promote awareness across the forestry sector
- build the evidence base on the value of woodlands in supporting natural capital and delivering forest ecosystem services
- work with experts in and beyond the forestry sector to develop new nature-based business opportunities and funding models for woodlands
- work with partners to develop and improve Natural Capital Accounts for forestry

Indicators

- projected amount of carbon captured to 2050 by Woodland Carbon Code approved British woodlands
- number and type of dissemination activities emanating from our work on climate change and ecosystem services

Evidence



We expect to publish research commissioned from the Science and Innovation Strategy for Forestry in Great Britain during the year. We will also publish an independent evaluation of the impacts of the science strategy, and commission the Expert Committee on Forest Science to undertake a five-yearly independent assessment of science quality at Forest Research.

We will work closely with the wider forestry sector to explore opportunities for it to engage with forestry science, building on the development of a National Tree Improvement Strategy for the UK.

Key activities

- publish a series of research reports and research notes, which provide accessible information on research outputs for policymakers and practitioners
- publication of a field book and two practice guides on integrated vegetation control and pest management
- manage a steering group for each of the seven SIS programmes to ensure quality outputs and targeted dissemination
- research procurement, including quality control
- support the Research Strategy Management Board, and the Expert Committee on Forest Science
- maximise leverage of Forestry Commission research funding

through collaboration with other government departments and external organisations

- develop an evidence base for new methods of silviculture, the value of emerging alternative species, and the use of pesticides and techniques to help develop more resilient forests
- provide advice on the impacts of forestry on hydrology and water quality, including sustainable flood management and mitigating diffuse pollution and water acidification
- present findings of changes to soil carbon under woodland creation, expansion and harvesting scenarios
- organise the end of WoodWisdom ERA-NET+ project event in Scotland in 2017
- conduct economic appraisals and analyses and provide expert advice to support policy and practice including pest and disease control options, investment returns to woodland planting and new mechanisms for woodland creation
- complete the digitisation of past Forestry Commission publications and make them available to all

Indicators

- maintain the percentage of the research budget committed to biosecurity
- maintain or increase the proportion of funds spent on research delivery against commissioning costs



Case study

WoodWisdom-Net Research Programme

The trans-national WoodWisdom-Net Research Programme is designed to strengthen the competitiveness and sustainability of Europe's forestry sector and forest-based industry. It has developed a knowledge base and sustained co-operation between: the forestry sector and forest-based industry; the wood material research community; and funding organisations. The programme focuses on wood material science, enabling the development of new, innovative, eco-efficient, cost-competitive products, processes and services.

The UK has been an active partner since 2006. Since then, the network has supported 62 research projects with a value of €85m. Participation in this programme has brought significant benefits to the UK, offering opportunities for researchers and academics to work with international experts in their fields on common topics and

providing access to leveraged funding. The legacy of this and future calls is to provide industry with a wide range of options for turning the research findings into commercial reality, to add higher value to the raw material produced in our forests and woodlands.

The Forestry Commission and other partners are currently engaged in preparing a further joint call for the next four years to ensure that the valuable collaboration and science delivered under this exemplary programme is able to continue. The Forestry Commission held the final conference of the fourth call in Edinburgh on 4 and 5 April 2017 and remains at the heart of the process. Forestry Commission colleagues helped to design the call to focus on activities of interest and use to the UK. The Forestry Commission also sits on the review panel to select the funded projects.

Further information on all projects can be found at <http://www.woodwisdom.net/joint-calls/joint-call-2013-2017/>

Standards and international forestry

We will set the standards for sustainable forest management in the UK, within the framework of international agreements, and promote them domestically and internationally. The UK Forestry Standard and Guidelines articulate the UK's approach to sustainable forest management within a framework of international agreements at global, European and EU level. This approach is firmly rooted in evidence-based science and enables us to maintain a co-operative and common basis for forestry practice across the four countries of the UK.

In the international context, we will support government in taking an approach informed by domestic forestry experience and research to guide the UK's input to international processes. This work will ensure that the UK's influence is brought to bear in agreements on forestry (and related fields such as the environment and climate change).

Key activities

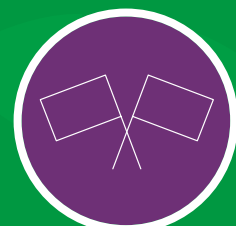
UKFS - we will:

- publish an updated version of the UK Forestry Standard
- promote the UKFS as the standard for sustainable forestry in Great Britain. Develop good practice guidance, for example on forest operations and the water environment
- lead on forest certification by acting as a director of the UK Woodland Assurance Scheme



International forestry - we will:

- contribute the forestry perspective to developing UK lines at the United Nations (UN) Forum on Forests. There will be intersessional work to agree common EU positions and implement the Strategic Plan 2017-2030
- support Defra in developing UK lines to contribute to the Review of Forest Europe, under the new Slovakian chairmanship. Provide expertise to the Forest Europe Work Programme to ensure UK forest interests are protected
- promote sustainable forest management and best practice worldwide, specifically through the New Generations Plantations initiative working with World Wildlife Fund International, Forest Research, Defra and the Department for International Development. We will host a major event to reflect on ten years of progress since partnership was launched in Edinburgh in 2007
- lead for the UK in the EU Standing Forestry Committee (SFC) and report to Defra, other departments, and country forestry policy teams. Share best practice and agree a common approach with other member states
- implement the Multi Annual Plan of the EU Forest Strategy as it affects the UK
- promote work done under the EU 'MAES' programme to map and assess biodiversity, ecosystem condition and ecosystem services according to an international classification system
- aim to agree a common approach with other Member States on the role of forests and the forest sector in Bioeconomy, contributing to the EU Bioeconomy Strategy
- provide support to Defra in developing its response to EU exit, where this will have an impact on international forestry matters



Working internationally.

**Creating a great place for living:
Defra's Strategy to 2020**

Corporate governance



The process to complete the devolution of forestry raises a large number of legal and corporate issues. The Corporate Services team has given consideration to these to ensure that they are fully understood. This will provide the Forestry Commissioners with assurance, when ministers have determined what changes they wish to make, that their responsibilities have been discharged and any residual liabilities have been addressed.

In early 2017 the Scottish government published the consultation on the Future of Forestry in Scotland. The consultation proposed new organisational arrangements in Scotland and to the future of cross-border functions, Forest Research and the financial model that underpins cross-border work.

In May 2017 the Scottish government introduced the Forestry and Land Management (Scotland) Bill which is now being considered by the Scottish Parliament.

We will work closely with colleagues across the Forestry Commission and wider government to ensure that the future arrangements for forestry continue to support a sector which delivers a wide range of social, economic, and environmental benefits to society.



Corporate programmes



Future of the Forestry Commission

During 2017-18 we will develop and begin to implement a new operating model which will give the Forestry Commission a positive and dynamic future after devolution is fully completed with the planned transfer of the Commission's powers and functions in Scotland to Scottish ministers. Change will be carefully planned and will take fully into account:

- the government's commitment to ensure that our public forests in England are kept in trust for the nation. We will continue to build and strengthen Forest Enterprise England as a more autonomous, customer-focused organisation with a clear strategy to sustain the estate for people, nature and the economy
- the need for stability and sustainability in how we manage, fund and carry out our vital work to protect, improve and expand England's forests and woodlands
- the importance of continuing cross-border collaboration in a number of areas including scientific research, with public sector forestry organisations in Scotland and Wales, as well as with the private sector
- Forestry Commission England's role as part of the Defra Group, operating consistently with Defra's strategy and working closely with Defra Group partners to deliver ministers' long-term ambitions for the environment
- the opportunity to refresh the governance arrangements for the Forestry Commission to ensure they remain relevant, lawful, and tailored to lead the different parts of our organisation
- the opportunity offered by the Forestry Commission's centenary in 2019 to celebrate our rich and diverse record of achievement and to set out with confidence on the road to the next hundred years of forestry in England



The Forestry Commission has already embarked on a significant programme of structural change in light of the continuing process of devolution and as part of building the new Defra Group. We will continue to work collaboratively with the UK, Scottish and Welsh governments in the coming year, notably through the Forestry Governance Project Board (FGPB) of which the Forestry Commission Director England is a member.

As part of this change programme Forestry Commission England is establishing new corporate services arrangements through the Corporate Services Establishment Programme (CSEP). The aim is to have the new arrangements in place for 2018-19 and that Forestry Commission England continues to work closely with Forestry Commission Shared Services, Forestry Commission Scotland and Forest Research to co-ordinate the change in order to minimise both the risk to business continuity and the costs of transition.

The Forestry Commission has fully engaged with Defra in the development of the Defra Group and Single Departmental Plan (SDP), and, along with other Group bodies, has produced a specific Action Plan for 2017-18 to describe how we will help deliver the Defra strategy and business plan. Forest Services will also work with Natural England and the Environment Agency in the development of local area integrated plans.

Health and safety

We have established a combined Health, Safety and Technical Training and Learning and Development team within Forest Enterprise England. The team has many years of experience between them and has come

together from the shared GB service with reconfigured roles, to fulfil the requirements of the English business.

To take this function forward, competence will be at the heart of everything we do, so that operations are carried out to the best of our ability and in the safest way. Health and safety and technical training are inextricably linked as levels of competence can have an effect on incident rates.

We continue to make steady progress in getting all staff (and our many contractors) to consider health and safety as a core aspect of everything they do. We continue to work with the Forestry Industry Safety Accord (FISA) to improve standards of competence and working practices across the industry. We will continue to work with the Visitor Safety in the Countryside Group (VSCG) to improve health and safety across the countryside recreation industry.

At the beginning of 2017 we repeated our Safety Climate Tool survey, two years after it was first used. The results will help us understand both micro cultures within districts and wider cultures across districts and the country, and ensure that our resources are targeted towards any weaknesses. The results will help to make small changes to employees' working environments at a local level, and to develop strategy at a corporate level in order to influence change and development of the safety culture.

Business sustainability

This year will see the updating of the Environmental Management System to the new 2015 ISO14001 standard.

Significant work will be completed to consult on and launch a new energy strategy for Forestry Commission England. The strategy will incorporate the targets that the organisation will have to meet to reduce its reliance on fossil fuels, with their rising costs and impact, as well as co-ordinating opportunities to generate further energy from a variety of sources for operational use. It will also identify opportunities for England's national forests to deliver new smart grid infrastructure.



An organisation continually striving to be the best, focused on outcomes and constantly challenging itself.

**Creating a great place for living:
Defra's Strategy to 2020**



Excellent delivery, on time and to budget and with outstanding value for money.

**Creating a great place for living:
Defra's Strategy to 2020**



An inclusive, professional workforce where leaders recognise the contribution of people, and build capability to deliver better outcomes.

**Creating a great place for living:
Defra's Strategy to 2020**

Annex A: Sources and uses of funds

£ million		2016-17 Planned	2016-17 Outturn	2017-18 Planned
Source of funds				
Parliamentary funding		35.7	41.7	36.1
Forest Services	RDPE ³	26.0	23.4	27.5
Total revenue		61.7	65.1	63.6
Use of funds				
Forest Services	Protection	4.4	4.0	4.6
	Improvement	21.3	19.1	22.5
	Expansion	15.5	14.0	16.3
Total		41.2	37.1	43.4
Forest Enterprise	People	11.2	11.8	15.0
(Ecosystems services)	Nature	13.6	14.4	12.1
	Economy	-4.3	-6.1	-6.9
	Transition and Tax	0	7.9	0.0
Total		20.5	28.0	20.2
Total expenditure		61.7	65.1	63.6

Notes:

1. Parliamentary funding includes resource expenditure for Forest Services and the FCE National Office, Forest Enterprise's Annual Subsidy Limit (ASL), and depreciation. It excludes capital expenditure.
2. In 'Use of funds' Forest Services includes FCE National Office and depreciation.
3. FC receives delegated authority from Defra on an annual basis to commit funds from the Rural Development Programme for England (RDPE).
4. FEE received one-off additional funding in 2016-17 to support transition and manage retrospective tax liabilities.


















Annex B: Forest Services indicators

Forest Services use our indicators to monitor how we are helping to Protect, Improve and Expand England's woodland. We do this by working with the wider forestry sector. The indicators are proxies for the changes in the real world that we want to achieve. We use them to provide evidence to advise on forestry policy, for setting up mechanisms for delivery and to enable our partners and stakeholders to hold us to account. The indicators show both the impact of our work with the forestry

sector and wider changes in the condition of England's woodland. The trends in these indicators are important. We publish updates with narratives on the headline indicators quarterly, and on all other indicators annually in our Indicators Report. We signpost the statistical sources used and where ever feasible we also publish the underlying spatial data on the map-based Forestry Commission Open Data site.





Indicator	Short term trend <small>(Note 1)</small>
PROTECT	
Pests and diseases	
Headline Indicator: Number of high priority forest pests in the UK Plant Health Risk Register (UKPHRR) <small>(Note 2)</small>	✓
Number of tree pests and diseases established in England in the last 10 years	✓
Other protection indicators	
Headline Indicator: 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)	≈
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	
Headline Indicator: Percentage of woodland in active management (including the Public Forest Estate)	✓
Area of woodland in England that is certified as sustainably managed	✗
Number of a) apprentices and those with work based diplomas, and b) university students, entering forestry	a) ✓ b) ≈
Annual increment in England's forests	⋮
Area of felling licences issued in the period <small>(Note 2)</small>	✓
Gross Value Added from domestic forestry	✓
Percentage of the total amount of wood that grows in English woods that is harvested <small>(Note 2)</small>	≈
Volume of timber brought to market per annum from English sources other than the Public Forest Estate	≈

continued ▾

Indicator	Short term trend ^(Note 1)
Places for wildlife to prosper	
Hectares of restoration of a) plantations on ancient woodland sites (PAWS), and b) open habitat, in woodland other than the Public Forest Estate	a)  b) 
Measure of what is happening to the number and variety of species that live in woodland; using Woodland Birds data	
Percentage of woodland Sites of Special Scientific Interest (by land area) in desired condition on land other than the Public Forest Estate	a)  b) 
a) Favourable or unfavourable recovering condition b) Favourable condition	
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 other than the Public Forest Estate ^(Note 2)	
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	
Headline Indicator: Area of woodland and rate of new planting	
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 licence transactions completed on time or early	
Percentage of Forest Services grants and felling licence customers who report their customer satisfaction as either very satisfied or satisfied ^(Note 2)	
Number of employees (full-time equivalents) in Forest Services and Forestry Commission England Corporate Services	
Percentage of trainer events provided by the internal Human Resource Learning & Development team taken up by employees in Forest Services ^(Note 2)	
Number of significant work-related accidents per 100 employees in Forest Services ^(Note 2)	

Notes

1. The short term trends assessments for the indicators are simple ones comparing the difference between the value of the indicator in the most recent period for which data is available, normally the 2016-17 year or as at 31 March 2017, with that 5 years earlier.
2. The short-term trend assessment of this particular indicator covers less than 5 years; treat with caution.
3. Full reports on each indicator are available in our Corporate Plan Performance Indicators 2017 report.

-  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 England contributes to many of the Forest Services indicators. In some instances we are able to count and publish these contributions to the wider goals for the forestry sector separately. There are also a series of indicators that are specific to monitoring the success of Forest Enterprise England in contributing to people, nature and the economy

through the Public Forest Estate. We publish updates with narratives on the headline indicators quarterly, and all other indicators annually in our Indicators Report. We signpost the statistical sources used and where ever feasible we also publish the underlying spatial data on the map-based Forestry Commission Open Data site.

Indicator	Short term trend <small>(Note 1)</small>
PEOPLE	
People's health and enjoyment of woodland	
Percentage of people in Priority Places close to Public Forest Estate accessible woodland <small>(Note 2)</small>	≈
Number of people engaged in permitted locally led events and activities on the Public Forest Estate	✓
Number of households in the Discovery Pass scheme for the Public Forest Estate <small>(Note 2)</small>	✓
Maintain UK Woodland Assurance Standard certification on the Public Forest Estate	≈
NATURE	
Places for wildlife to prosper	
Hectares of restoration of a) plantations on ancient woodland sites (PAWS) and b) open habitat, on the Public Forest Estate (in comparison to Forest Design Plans)	a) ≈ b) ≈
Percentage of woodland Sites of Special Scientific Interest (by land area) in desired condition on the Public Forest Estate a) Favourable or unfavourable recovering condition b) Favourable condition	a) ≈ b) ✓
ECONOMY	
Economic and environmental gain	
Headline Indicator: Number of private sector businesses operating on the Public Forest Estate	✗
Percentage of woodland in active management (Forest Enterprise contribution) <small>(Note 2)</small>	≈
Volume of timber brought to market per annum from the Public Forest Estate (in comparison to Forest Enterprise timber production plan)	≈
ORGANISATIONAL	
Customer service and business metrics	
Headline Indicator: Cost of managing the Public Forest Estate (per hectare)	✓
Customer satisfaction rating for visits to the Public Forest Estate from the interactive 'rate my visit' facility	≈
Number of employees (full-time equivalents) in Forest Enterprise	⋯
Percentage of trainer events provided by the internal Human Resource Learning & Development team taken up by employees in Forest Enterprise <small>(Note 2)</small>	✗
Number of significant work-related accidents per 100 employees in Forest Enterprise <small>(Note 2)</small>	✗

Notes

1. The short term trends assessments for the indicators are simple ones comparing the difference between the value of the indicator in the most recent period for which data is available, normally the 2016-17 year or as at 31 March 2017, with that 5 years earlier.
2. The short-term trend assessment of this particular indicator covers less than 5 years; treat with caution.
3. Full reports on each indicator are available in our Corporate Plan Performance Indicators 2017 report.

-  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
England HR Services
620 Bristol Business Park
Coldharbour Lane
Bristol BS16 1EJ

0300 067 4130

englandhr.services@forestry.gsi.gov.uk

For all other enquiries contact:

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

0300 067 4000

fc.England@forestry.gsi.gov.uk

forestry.gov.uk/england



HM Government



Published by Forestry Commission England
© Crown Copyright 2017

Design by Transition Creative for FC England Design & Creative.

1926/September 2017/20/CBF

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

