

Corporate Plan 2016-17



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Foreword

It is a privilege to serve as a Minister in the department responsible both for the protection of our environment and the promotion of a thriving rural economy. I am particularly pleased to be responsible for forestry, which offers such important benefits for people and nature.

The Forestry Commission's work to protect, improve and expand our nation's woodlands is vital.

On the Public Forest Estate (PFE) our nation's forests will continue to provide an expanded range of outstanding leisure opportunities for the more than 70 million visitors we will welcome this year, ranging from calm autumn walks to adrenalin-fuelled mountain biking. Working in partnership with growing private businesses such as Adventure Forest and Forest Holidays, and with other key partners such as Sport England, the Forestry Commission is making the most of this precious natural resource. Our children are connecting with nature in new ways in our public forests, bringing both health and learning benefits. Wildlife is thriving, through our careful stewardship of an estate that includes not just high forest but a wide range of important habitats and protected sites.

The work of the Commission is critical too to the health of the rural economy, supporting thousands of sustainable and high-quality jobs in forest management, timber production, recreation and leisure services, and the whole wood supply chain from sawmill to construction site. And this financial year, for the first time, a Corporate Natural Capital Account for the PFE will be published, in a ground-breaking endeavour to quantify the huge natural capital benefits the PFE provides to society.



Dr Thérèse Coffey MP
Parliamentary Under Secretary of State

Forests and woodlands in the private sector are just as important. This Corporate Plan also sets out some of the exciting work the Forestry Commission is doing to support landowners and help to keep our trees healthy, to expand our woodland cover, to open the markets which sustain economic management of woodlands, and to protect our forests from illegal felling.

I am delighted that the Forestry Commission is in such a strong position to protect, improve and expand the nation's woodland.

Introduction

Forestry Commission England



Forestry Commission England is responsible, as Government's forestry experts, for advising Ministers on forestry matters and for implementing forestry policy. We achieve this through the management of a 250,000 hectare estate and by enabling other landowners to protect, improve and expand their woodlands. We achieve this in line with internationally recognised standards of sustainability.

The Forestry Commission is a non-ministerial Government Department and has a Royal Charter. While most forestry functions are now provided at country level, a number are still provided centrally.

Forestry Commission England is predominantly structured into three main parts, Forest Enterprise England, Forest Services and Central Services.

Forest Enterprise England (FEE) manages England's public woods and forests on behalf of the Forestry Commission in order to secure and grow their economic, social and natural capital value for the people of England.

Forest Services help to create a great place for living by working to put in place the conditions that enable everyone with an interest in or influence on England's woodland (the "forestry sector") to protect, improve and expand England's woodland resource.

Forestry Commission Central Services provides a range of common functions and services to all parts of the organisation. These include Forest Research, Plant Health, Corporate Governance, Information Systems, Inventory, Forecasting and Operational Support.

As part of the Defra group, we act together with other members of the Defra group across the country to deliver national strategy and create a great place for living.

Forest Services



Introduction

Forest Services work to put in place the conditions that enable everyone with an interest in or influence on England's woodland (the "forestry sector") to protect, improve and expand England's woodland resource.

To do this, we:

- provide expert advice on forestry;
- regulate woodland management and creation;
- work with others to survey, monitor and take action against, tree pests and diseases
- oversee incentives to create new and improve existing woodland;
- set standards of sustainable forest management;
- support development of markets for woodland products and services;
- help landowners and businesses to collaborate to achieve results.

Forest Services Areas



Forest Services Priorities – 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.

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

Make England's woodland more resilient by increasing its ecological diversity and enabling landowners to manage populations of deer and grey squirrels, and minimise the negative effects caused by invasive species.

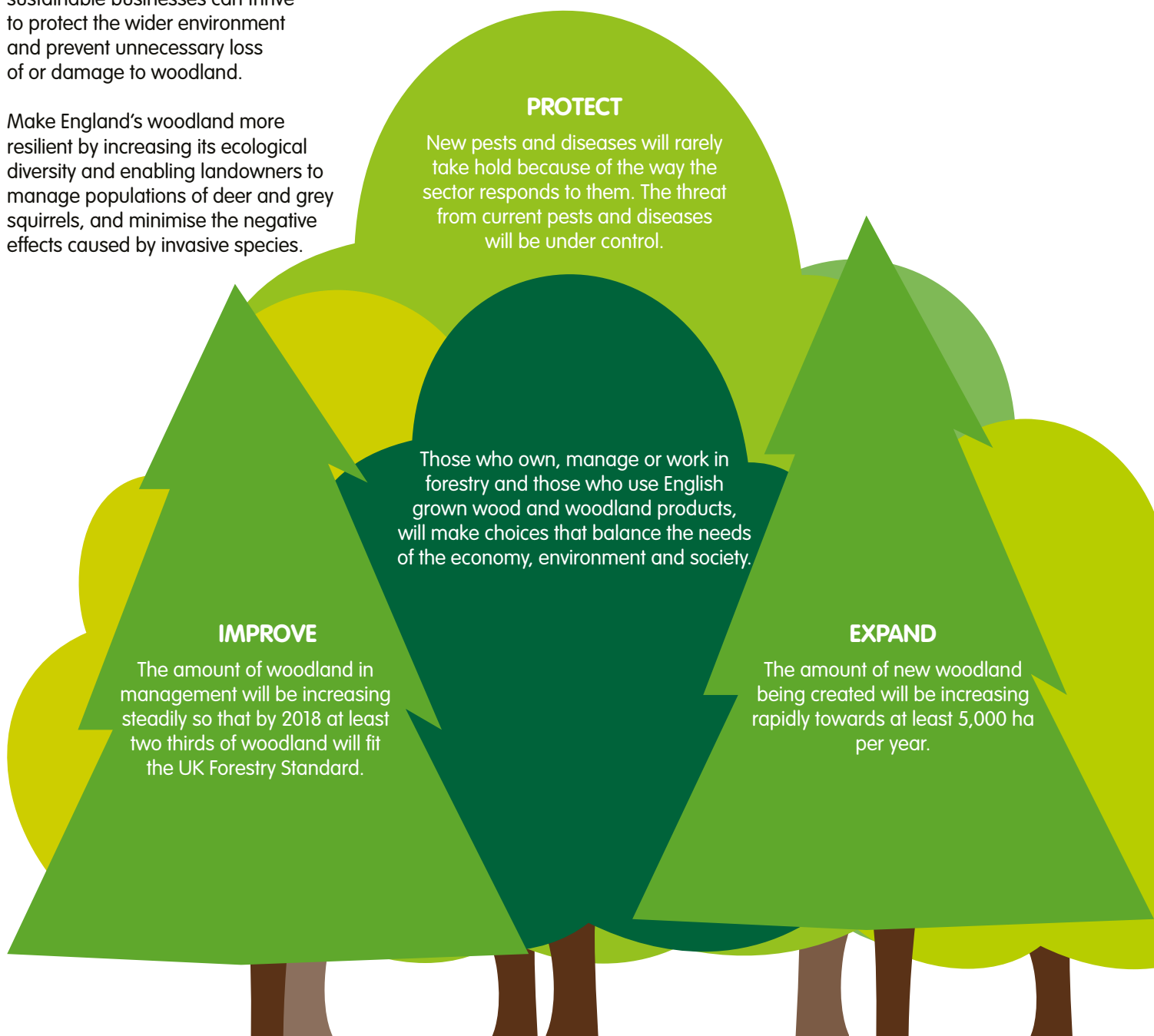
Improve

We will: Support the forest economy to grow and bring more woodlands into sustainable management, benefiting people, nature and the economy.

Expand

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

This diagram captures our aspirations for success:



Protect

Tree Health

Through this programme we aim to manage threats from pests and diseases of woodland trees so that the value of natural capital in woodland is maintained.

To do this we will run efficient surveillance systems, including our own and citizen science, and maintain capacity and capability across the sector to respond quickly when threats arise. Our particular role on tree health is in inland operations. Other parts of Forestry Commission and the Defra group run international surveillance for potential threats, inspections at the border, and research activities. The UK Plant Health Risk Register sets out the relative risks of pests and diseases and we will use this to help prioritise our actions.

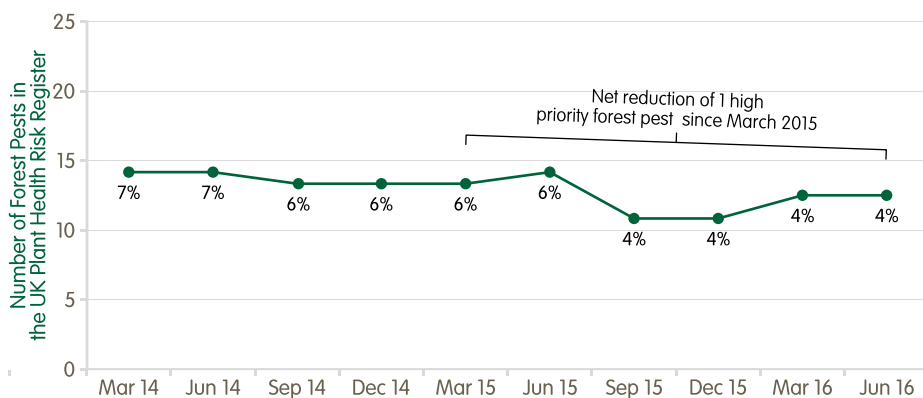


Key indicators and the trends we want to achieve

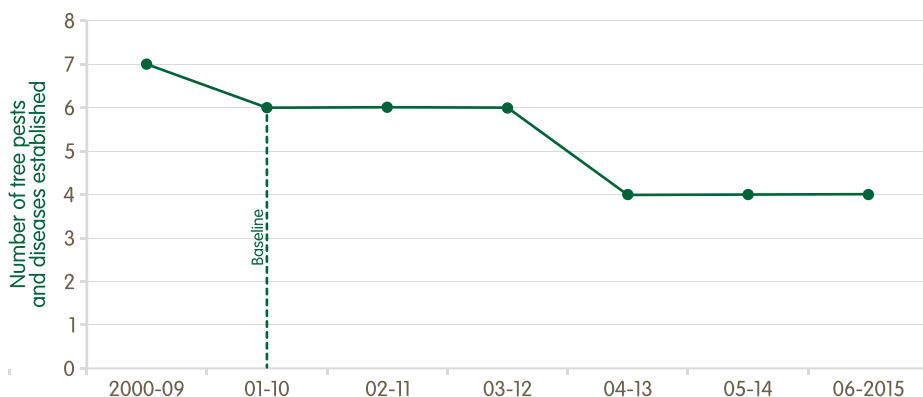
Number of high priority forest pests in the UK Plant Health Risk Register >

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

Number of forest pests with a mitigated likelihood times impact risk score of 15 or more



Number of tree pests and diseases established in England in the last 10 years



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

- Survey and run programmes to manage the impact of Chalara dieback of ash, Phytophthora ramorum and oak processionary moth (*Thaumetophaea processionea*).
- Regular aerial survey of the country and land-based surveys of high risk sites.
- Biosecurity training and awareness raising for the sector.
- Make our tree health data more open and accessible to the sector.
- Complete our biosecurity campaign – keep it clean, don't give pests and diseases an easy ride: think kit, think transport, think trees.
- Support Defra to publish the Tree Health Resilience Plan.

KEEP IT
CLEAN



Woodland resilience

Through this programme we aim to make England's woodland resource and the forestry sector more resilient. This means they keep growing; continue providing more environmental, social, and economic benefits; are financially sustainable and affordable; and are well equipped to respond to existing and future threats.

To do this we will help landowners increase the ecological diversity of woodland. We will support collaboration at a scale above individual land-holdings to manage deer and grey squirrels, so that the damage they cause to woodlands is more controlled. We will work with the Defra group to develop the way in which invasive species are controlled and help to reform how wildlife legislation is applied so it better supports beneficial activity in woodland and protects species.

We will maintain our contingency plans and incident management system so we can rapidly deploy them if there are major incidents such as catastrophic windblow or major outbreaks of forest pests.

We will use forestry to show how to transform nature for the 21st century and allow it to thrive, not just restore it to a perceived past state.

We will promote urban forestry alongside other organisations as a contribution to the resilience of our towns and cities and to connect people to trees.

The context for the Forestry Commission's work will be shaped by the developing Defra 25 year plan for the environment, where the anticipated ambition means we will need a step change in the way nature conservation has been delivered to date. The Forestry Commission is committed to taking a leading role in transforming the approach and setting out the case for woodlands.



A cleaner, healthier environment, benefiting people and the economy

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

KEY ACTIVITIES

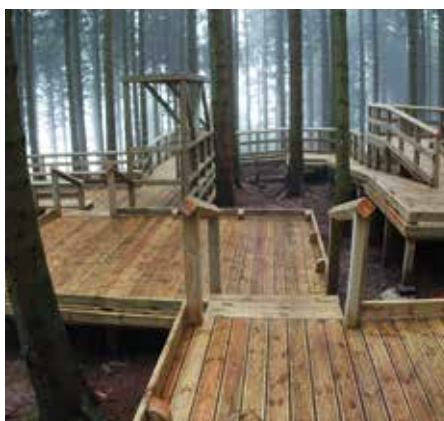
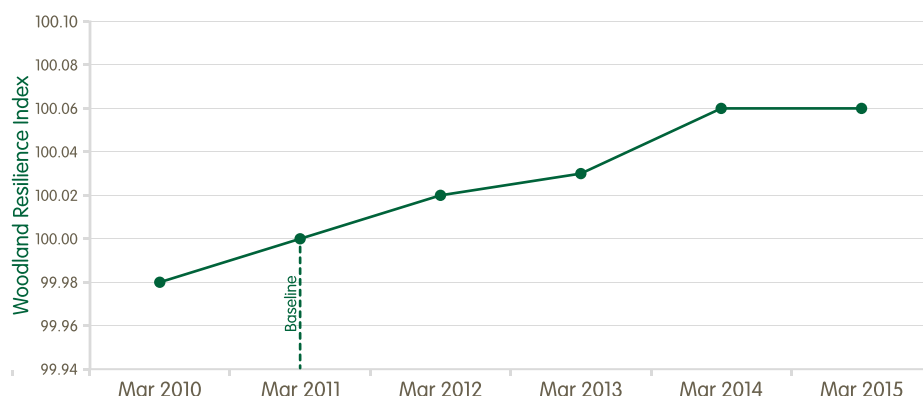
For the Government's 25 Year Environment Plan we will:

- Integrate forestry across the plan and involve forestry sector partners.
- Develop a natural capital valuation approach to woodland creation and woodland management investment decisions.
- Support the survey and valuation of urban tree canopy cover.
- Take part in the natural capital pilots in Cumbria, North Devon and Manchester detailed in the plan.
- Support, with Natural England, the Deer Initiative Ltd and Deer Initiative Partnership.
- Co-ordinate the sector's implementation of the squirrel action plan of the UK Squirrel accord.
- Take action on invasive species as required following implementation of new regulations.
- Work with the partners that created the forestry sector's Climate Change Accord to develop a cross-industry action plan, and then play our part in delivering that plan.
- Report on forestry's section of the National Adaptation Plan and climate risk assessment.
- Complete the succession of the National Tree Safety Group to the private sector.
- Support our Urban Forestry and Woodland Advisory Committee Network to showcase its urban forestry vision.

Key indicators and the trends we want to achieve

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

Rescaled to 31 March 2011 = 100



Regulating for sustainable growth

Through this programme we will create a level playing field that enables sustainable businesses to thrive, protects the wider environment and prevent unnecessary loss of or damage to woodland.

To do this we will further improve the way we regulate forestry. We continue to ensure that this regulation is light touch and low burden wherever possible. The UK Forestry Standard, the Government's definition of sustainable forestry, will remain the basis of our regulation.



KEY ACTIVITIES

- Use Felling Licences and Environmental Impact Assessment to promote sustainable forest management and protect the environment.
- Carry out our statutory and advisory roles for the Countryside and Rights of Way (CROW) Act, European Protected Species, the planning system, timber and woodfuel procurement standards.
- Participate in the cross-border light touch review of the UK Forestry Standard.
- Develop an online felling licence application and woodland management planning system.
- Roll out a fairer, simpler and faster way of approving woodland management plans developed through pilots on earned recognition and service standards.
- Work across the sector to further improve regulation of forestry to make it quicker and easier for land owners to manage and create woodland and protect the environment.



Better Regulation



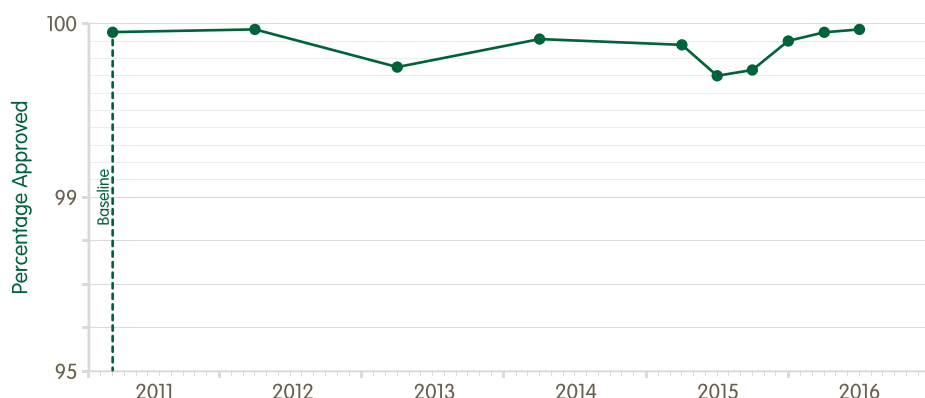
Productivity

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

Key indicators and the trends we want to achieve

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

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



Improve



Woods into Management

Through this programme we will support the forest economy to grow and bring more woodland into sustainable forest management, benefiting people, nature and the economy.

To do this we will work with our partners to increase investment and growth in the forestry sector and demand for home grown timber and woodfuel. We will help the forestry sector gain even more of the skills and knowledge it needs for sustainable growth. We will provide expert advice on forestry to woodland owners, agents and businesses.

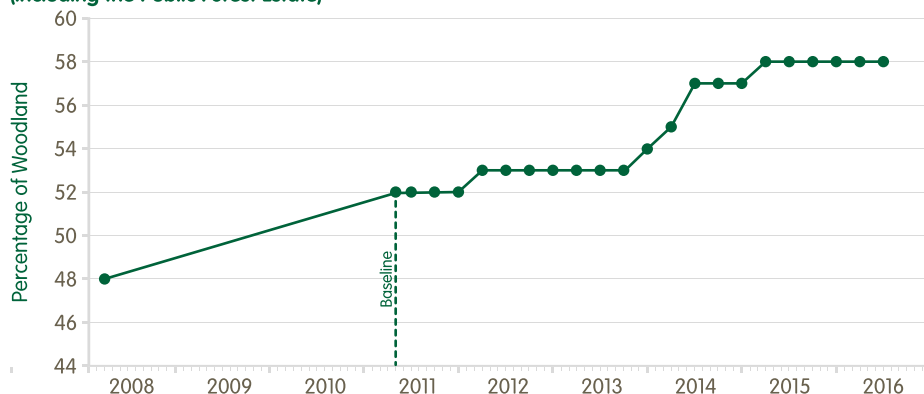
By “sustainable forest management” we mean that the owner decides what they want from their woodland, plans how to achieve this, and puts the plan into action; with each stage being consistent with the UK Forestry Standard.

Key indicators and the trends we want to achieve

Percentage of woodland in active management. Our ambition is that the activity across the sector will result in 66% of woodland in active management by 2018. To

achieve this, we need to see an acceleration in the rate at which woodland comes into management, particularly broadleaved woodland.

Headline Indicator: Percentage of woodland in active management (including the Public Forest Estate)



KEY ACTIVITIES

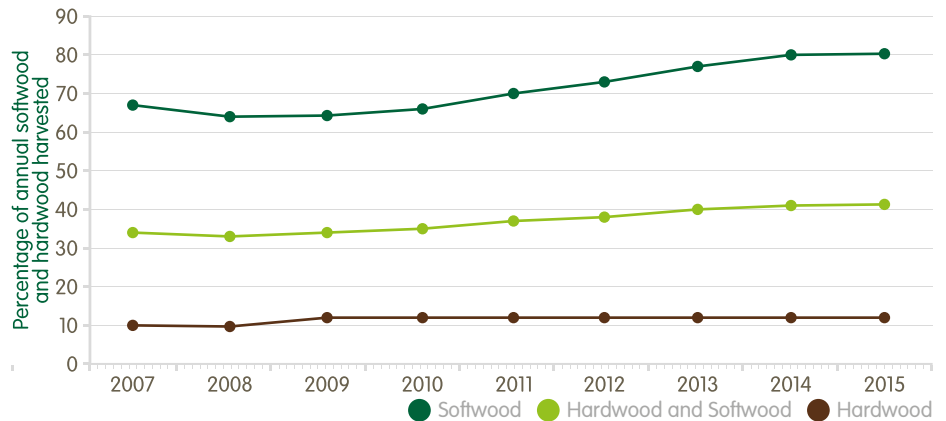
- Support the process of delivering Countryside Stewardship grants for woodland planning, woodland management, woodland improvement and capital items.
- Working with Local Enterprise Partnerships, the Rural Payments Agency and Defra, we will assist in the design and delivery of support mechanisms for investment in skills, equipment, and infrastructure to enable woodland based businesses to expand and therefore bring more woodland into sustainable management.
- Support sector partnerships for woodland improvement, primarily with expert advice, including:
 - Timber Transport Forum: to create the management access necessary for growth
 - Grown in Britain: to promote demand and supply of home grown timber.
- Work with forestry employers, trade bodies and other partners to further develop and deliver a 'forestry skills manifesto'.
- Support development of hardwood supply chains with better data and capacity building to deal with large scale supply contracts.
- Through the Forestry Innovation Fund, provide £1million to support innovation in forestry enterprises.
- Continue to administer grant payments under our legacy grant scheme agreements.

Key indicators and the trends we want to achieve

Percentage of the total amount of wood that grows in English woods that is harvested. We want to see more of the wood that grows each year sustainably harvested, but

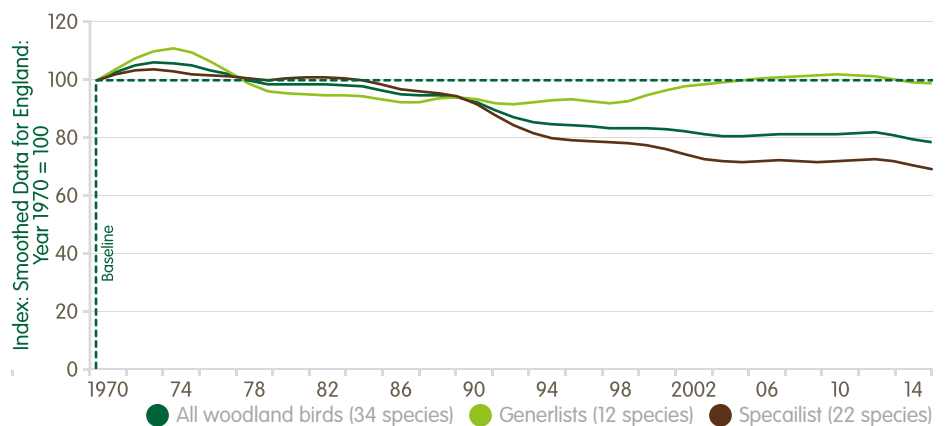
not more than about 70%. We particularly want to see more of the hardwood growth being harvested.

% of Softwood and Hardwood that Grows in English Woods that is Harvested



Measure of what is happening to the number and variety of species that live in woodland; using Woodland Birds data. We want this to at least remain stable and preferably begin to improve.

Woodland Birds Index



Expand

Woodland creation

Through this programme we will enable a lot more woodland to be planted in England so that woods provide more environmental, social and economic benefits.

To do this we will push for all woodland planted to be consistent with the UK Forestry Standard. We particularly want more woodland near towns and cities to help stimulate inward investment and provide sites for recreation. More widely across England, we will target woodland creation to help

safeguard clean water, manage flood risk, improve biodiversity and store carbon. We also want to increase the proportion of planting that will create woodland that is good at growing timber and future wood products, as well as providing other benefits.

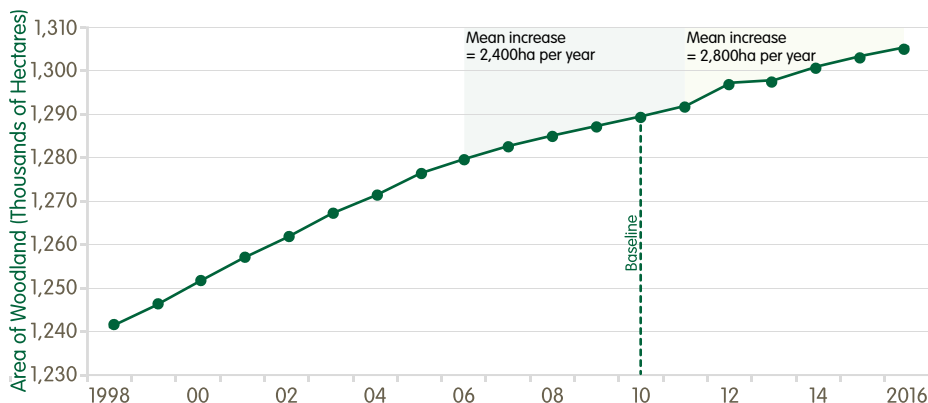
Key indicators and the trends we want.

Area of woodland. We want more woodland creation. Our ambition is that activity across the sector will increase woodland cover from today's 10%, to 12% by 2060; an average planting rate of 5,800 hectares per year. To achieve this we need much more private investment in

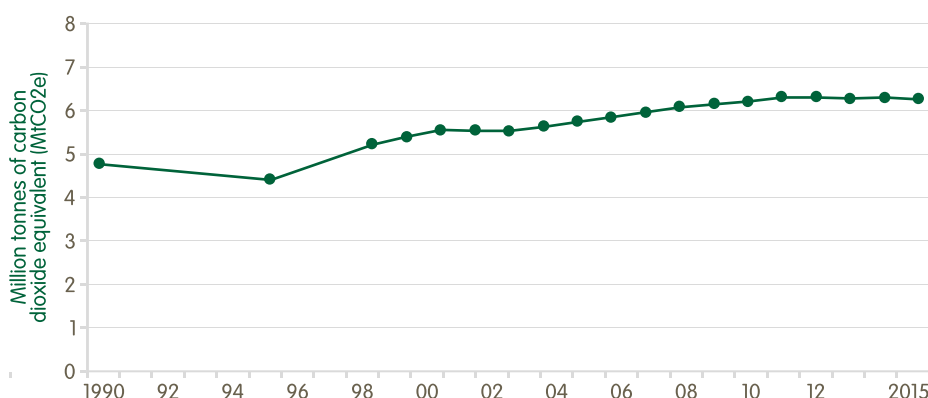
woodland creation, which we will continue to stimulate. We want the rate of woodland creation to steadily increase, supporting investment in domestic tree nursery businesses.

Carbon captured by English woodlands: We want to see more carbon captured.

Area of Woodland in England



Carbon captured by English Woodlands



KEY ACTIVITIES

- Make progress against the Government's manifesto commitment to plant 11 million trees this Parliament by funding the creation of at least 2,000 hectares of woodland targeted at improving biodiversity, safeguarding clean-water, and/or managing flood risk.
- Launch the Woodland Carbon Fund to help to achieve Government's Carbon Budget with £20million for planting largescale woods over the next four years.
- Through expert advice, promote private investment, innovation and good practice by supporting woodland creation initiatives, including through the Woodland Carbon Task Force.
- Put together a woodland creation bond prospectus and seek financial backing.
- Woodland Carbon Code (WCC): continue to promote the Code while developing a succession plan to move beyond Government ownership.
- With the Environment Agency, implement the Woodlands for Water Action Plan and take part in a Natural Flood Management pilot in the North of England.

Research, Evidence, Indicators and Data



We will continue to use evidence to work out how to better achieve 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. It is the trends in these indicators that are important. These trends help us monitor changes in England's woodland resource and forestry sector; the impact of our work to enable the sector to protect, improve and expand England's woodland; and to report on our performance so that others can hold us to account.

We will play a full role in Defra group's integration and opening up of data.



Data

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

KEY ACTIVITIES

- Work with Forest Research to gain knowledge from the research programmes arising from the SIS so that England's critical research questions are addressed.
- Further integrate our research and knowledge exchange activities into the Defra group's evidence strategy.
- Publish agreed 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.

Interactions

There are interactions between our Protect, Improve and Expand ambitions and to the rest of Defra group's single strategy, into which forestry 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.

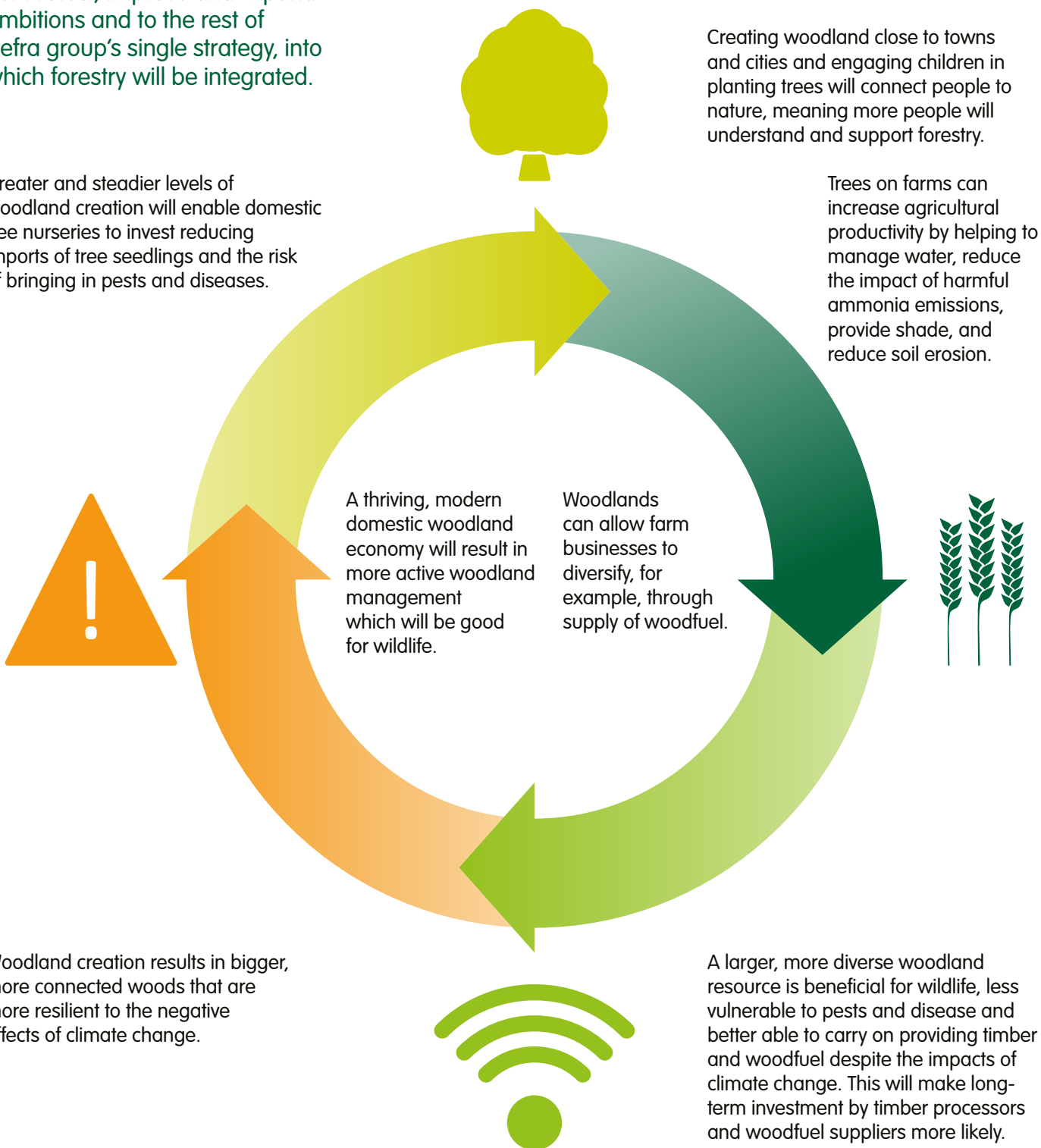
Trees on farms can increase agricultural productivity by helping to manage water, reduce the impact of harmful ammonia emissions, provide shade, and reduce soil erosion.

A thriving, modern domestic woodland economy will result in more active woodland management which will be good for wildlife.

Woodlands can allow farm businesses to diversify, for example, through supply of woodfuel.

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 Services Case Studies

Case study

Tree Health – helping the sector reduce the threat from diseases

Tree Health Contingency Planning in the North York Moors

We have been working with our local Forestry and Woodland Advisory Committee (FWAC) to help develop a Contingency Plan for the Public Forest Estate in Yorkshire Forest District. The purpose of the plan is to address the threat from *Phytophthora ramorum*, a disease that is particularly affecting larch trees.

Larch trees are valued for their timber but also and their contribution to the character of the landscape. This is because unlike most conifer trees, they drop their leaves in winter like most temperate broadleaved trees.

North Yorkshire contains around 7,000 hectares of larch, with the species representing 10% of the county's tree species mix.

Forest Services has worked with staff from the Yorkshire Forest District to support the production of a Contingency Plan for managing a potential outbreak of *Phytophthora ramorum* on the Public Forest Estate. The process has been taken



forward in stages, with advice being taken from the FWAC on the suggested approach to reduce the risk and impact on an outbreak.

We have also worked to ensure stakeholders have been kept informed on key tree health issues through local stakeholder updates, tree health news, and organised tree health events. Work by Forest Enterprise has included targeted felling of larch on key recreational sites within Dalby Forest in order to reduce the impact. The operations have been managed within the Forest Design Plan process to minimise the visual impact.

What's next

In 2016-17 Forest Services will be working with the Forest District team to review the Contingency Plan in the light of the confirmed infection in North Yorkshire. This work will include considering ways to communicate the approach adopted on the Public Forest Estate across the wider sector along with looking for opportunities to incorporate the lessons learnt into Woodland Management Plans with those parts of the country with significant areas of larch.

Case study**Stobart Forestry**

Stobart Group's Biomass division have increasing demands for biomass. With the traditional sources of biomass becoming ever more sought after, they recognised from The National Forest Inventory that 51% of the private woodlands in England, most of which are broadleaved woodlands, are underutilised for wood production. This represents a significant opportunity for underpinning business growth.

The Forestry Commission and other partners have and are working with them to enable their access to publically available woodland inventories, production forecasting and other datasets from which Stobart's have developed a (commercial in confidence) GIS tool that identifies and targets underutilised woodland areas which if harvested will support growth in their biomass business. To accompany this, Stobart Group will also establish 'Stobart Forestry' which will be a new bespoke end-to-end professional woodland harvesting entity. Over an 11 year period from a start-up in 2015 this initiative will

seek to catalyse timber production and associated active management of significant areas of target undermanaged woodlands across England. It aims ultimately to generate an additional 500,000+ tonnes of underutilised timber for the UK market and create around 350 new jobs.

Forest Services continue to help Stobart to develop their GIS targeting tool, which is initially focused on the North West & West Midlands, but could eventually impact across England.

Stobart submitted a bid for £5.5 million to the Regional Growth Fund (RGF) in order to kick-start this unprecedented commitment to sustainable forestry, particularly in relation to job creation and rural economic growth. This bid was successful, resulting in a conditional offer from the former Department for Business Innovation and Skills, since replaced by the Department for Business, Energy & Industrial Strategy in July 2016.



England's Public Woods and Forests



Introduction

At over 250,000 hectares, England's public woods and forests that are cared for by the Forestry Commission form the largest publicly owned land holding in England, made up of over 1,500 separate woodland areas spread across the country. This vast natural, economic and social resource is held in trust for the nation and directly and indirectly benefits society by providing

services such as capturing carbon, cleaning air, cleaning water, controlling flood risk, providing green space for people to enjoy, providing habitats for animals and wood for industry.

Forest Enterprise England Districts



Forest Enterprise England



Forest Enterprise England (FEE) manages England's public woods and forests on behalf of the Forestry Commission England. FEE's vision and overall goal¹ is to:

Secure and grow the economic, social and natural capital value of the public forest estate for the people of England.

FEE is a public corporation, and is focussed on delivering the maximum benefit to people, nature and the economy through the sustainable management of the woods, forests and land in its care.

Finance

Forest Enterprise England operates a mixed business model, deriving income from trading activities and from government funding that comes from the Forestry Commission. The majority of FEE's income is from trading activities generated from the sale of timber, leisure and tourism services and maximising the broader commercial potential of the land it manages through rental and mineral income, licences and permissions. It also receives income from a range of public, private and charitable sources through partnerships to support specific developments or programmes.

The costs for non-market activities such as biodiversity conservation and managing public access is 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 2016-17 this will amount to around £20.5 million.

In 2015-16, Forest Enterprise England pioneered the use of Natural Capital Accounting in valuing the full range of benefits provided by the natural assets in its care. A Natural Capital Account (NCA) reflects both value to the organisation and wider society, providing a broader perspective than traditional financial reporting.

The 2015-16 NCA estimates that the net value of the goods and services delivered by England's public woods and forests is £11.9bn. Over 95% of this figure is derived from the benefits that are provided to society such as carbon sequestration or opportunities for recreation. It is almost certain that this figure is an underestimate, as there are a number of areas where more work is needed to include them into the account. In 2016-17 we will look to develop the account, refine assumptions and expand it further.

The next section of this document sets out the objectives for England's national woods and forests and the activities that Forest Enterprise England will undertake in 2016-17 to deliver those objectives.

¹ FEE Strategic Plan 2013-20



Protecting and restoring the wetland habitats of the New Forest

The New Forest is a treasured part of the Public Forest Estate in England. Its composition of habitats cannot be found anywhere else on an equivalent scale. This has led to the New Forest becoming one of the most highly designated areas managed by the Forestry Commission and one that is now recognised internationally for its significance.

Unfortunately, past human intervention in the form of artificial drainage has resulted in significant damage to the internationally important wetland habitats found there. If not rectified, the impact on the local water flow will continue to result in damage to these valuable habitats.

Successful wetland restoration has been on-going in the New Forest for the last 15 years. Current wetland restoration is being funded by the New Forest Higher Level Stewardship scheme (HLS), which is one of the largest schemes of this kind in Europe. These schemes have clear objectives and are tightly regulated to ensure public funds are delivering maximum public and environmental benefit.

Many of the watercourses have now been restored, often by backfilling the streams and restoring the natural flow of water with gravel beds, more variable depth and natural meanders. We must now monitor these restored sites to assess their rate of recovery.

Last year we set up a monitoring group using our existing volunteer rangers under the Riverfly initiative.

The purpose of the group is to assess the water quality by sampling and measuring invertebrate abundance.

Nearly a year on, eight volunteers have been trained and collected data on four different water courses and will continue to survey further restoration schemes. By working with volunteers, this project has gathered important biological data which will support and inform ongoing management. It is also a great example of how volunteers can help to deliver project objectives.

Now the group is well established we are looking forward to the next year, when we hope to train more volunteers to extend the programme of data collection to more water courses across the New Forest and therefore help to conserve this precious landscape.

Objectives for the Public Forest Estate

Forestry Commission England will fund Forest Enterprise England to deliver the following objectives:

Nature

Our aim for delivering Nature benefits from the PFE² is 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.

Nature focused outcomes funded through PES:

- The 67,796 hectares 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 hectares of Plantations on Ancient Woodland sites that are not designated as SSSIs are steadily restored so that 2,900ha have been restored to native woodland by 2020.
- The 7,432 hectares of Ancient Semi Natural Woodland that are not designated SSSI are managed and there is a steady improvement in their condition so that at least 45% are in favourable condition by 2020.
- 1,200 hectares of additional new native woodland is created by 2020.
- The 22,348 hectares of Open Habitat that is not designated SSSI is managed so that their condition is steadily improved and 3,800ha of additional open habitat is created by 2020.
- The suite of partnership species conservation projects is maintained at the same or similar levels as in 2014-15.

2 FEE Strategic Plan 2013-20





- The extensive and diverse range of heritage assets on the estate are cared for, so that the 954 designated heritage assets are conserved with less than 10% simultaneously on the risk register, as assessed by Historic England. Significant undesignated heritage assets and listed structures on the PFE are also conserved. In addition to their conservation, the enjoyment and understanding of these assets is facilitated.

People

Our aim for delivering People benefits from the PFE is to improve access to the PFE and provide opportunities for communities to become involved with the PFE and take part in activities that improve quality of life, health and learning.

People focused outcomes funded through PES:

- 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.
- The 4,027ha of community woodland is managed to provide accessible green space around towns and cities across England.
- Enable around 100,000 hours of high quality volunteering.
- Engage with around 350,000 people through our permissions system for events and activities, allowing all members of society the opportunity to enjoy outdoor space for recreation.
- Help create the conditions for strong rural business growth across the hundreds of private businesses operating on the estate.





Case study

New National Arboretum Tree Database

At Westonbirt, The National Arboretum, data is one of our most important assets. Records for our historically significant trees go back to the mid-nineteenth century and we take great pride in having detailed mapping and extensive taxonomical data on all 15,000 of our specimen trees.



Our information systems are reviewed every few years to ensure that they are fit for purpose and supporting the objectives of the arboretum. Our latest review in 2015 concluded that while our systems support the day-to-day management of the arboretum very well, we are now facing new information requirements that we are not as well placed to cope with.

Specifically, the International Convention on Biological Diversity issued a new protocol, which defines how biological material (in our case seeds and young plants) can be collected in the wild and transferred between institutions. This 'Nagoya' protocol requires us to store permits and transfer records for our recent acquisitions. This data needs to be linked to individual plants in the nursery and in the ground and stored in perpetuity. We are currently compliant and follow botanical best practice. However, a new software and database package will make this process much easier

and our recording systems in general will be much more efficient.

We are also looking to strengthen the scientific data we store on our trees, and particularly to keep visual records of our trees, from seed to full grown tree. Improved access to the wealth of collection data at our disposal will enable us to further enhance our role as a key researcher and source of reference material.

Finally we are also keen to move away from our current bespoke system which is heavily reliant on one internal member of staff, to a more standard system, supported externally and used by other international arboreta and botanical gardens. We have undertaken a full and rigorous procurement process to find the right provider. We are currently in discussions with this company about our specific needs with a view to hopefully getting a new system in place during 2016.

Corporate Programmes



Defra Corporate Services Project

As part of their Organisational Reform programme Defra are seeking to drive efficiencies through the introduction of a unified operating model for corporate services. However, it has been agreed that, whilst opportunities for unification will be taken where it makes sense to do so, the Forestry Commission will sit outside of the Defra model, given that its own structural change programme is driven by devolution.

In response to the Forestry Commission devolution agenda, Forestry Commission England (FCE) has set up a Corporate Services Establishment Programme to manage the transition of Forest Enterprise England and Forest Services to new corporate service arrangements. FCE is working closely with Forestry Commission Shared Services, Forestry Commission Scotland and Forest Research to co-ordinate the change in order to minimise the risk to business continuity and the costs of transition.



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

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Forestry Governance Project

The Forestry Governance Project Board (FGPB) was established in August 2015 following Scottish Ministers' announcement that they intended to complete the devolution of forestry. Its purpose is to make recommendations to Ministers in the different administrations in the light of that decision, including the future of the cross-border functions of the Forestry Commission, particularly future arrangements for research into forestry. The Forestry Commission Director England is a member of the Board.

SR15

The SR15 settlement provides Forestry Commission England with a relatively flat budget for the whole period which provides a good platform for stability, although the significant in-year savings delivered in 2015-16 have been carried forward through into SR15 and Forestry Commission England will need to absorb the costs of inflation and other pressures by continuing to find ways of delivering more efficiently.

In the context of difficult spending decisions across Westminster, the settlement is a relatively good result for Forestry Commission England, although it will still require hard choices to be made.

Health & Safety

We continue to make steady progress in getting all staff (and our many contractors) to consider Health & Safety as a core aspect of everything they do. We continue to work with FISA (Forestry Industry Safety Accord) and the VSCG (Visitor Safety in the Countryside Group) to improve Health & Safety across the forestry and countryside recreation industries.

We will be repeating our Safety Climate Tool survey at the beginning of 2017, two years after it was first used. National and local teams have reviewed the outputs of the first survey and are working to address areas of concern.

During the year we will be transferring our Health & Safety advisors from a shared GB service into dedicated Country teams. This will result in a combined Health & Safety and Learning & Development team within Forest Enterprise England.

Business Sustainability

Our Environmental Management System is becoming well embedded in the normal everyday operations of the Forestry Commission. This is an ongoing process of improving our environmental credentials and is independently certified under ISO14001.

Certification shows that our policy statement of good environmental standards is being met and ensures legal compliance with environmental law. It has also reduced our costs associated with more energy efficient awareness and now forms part of our business planning.



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

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Cross Border / Corporate Forestry Support

Introduction

Aspects of the work of the Corporate and Forestry Support team are closely involved with our membership of the European Union. Following the UK vote to leave the EU, the team will be working with colleagues to assess the implications of the decision and identify requirements and opportunities for developing new arrangements. For the whole of 2016-17, the UK will remain a member of the EU, EU regulations continue to apply in the same way, and we will continue to engage as appropriate with EU institutions.

With the decision in 2015 by Scottish Ministers to move to full devolution of forestry, the Forestry Commission cross border division is planning to

devolve the functions it delivers to the devolved forestry administrations during 2017-18. Working groups have been established to ensure that this transfer of functions is done in a way which should meet the requirements of the devolved administrations without compromising business continuity during the transition period. Regular communications with the staff involved are underway to minimise uncertainty and concern, and ensure that the cross border functions continue to provide the advice, guidance and support which the devolved administrations require during this period.

At the start of 2016-17 the Inventory Forecasting and Operational Support,

Statistics, and Publishing functions moved to Forest Research, where they will continue to provide a comprehensive service at GB level, and will increase the capability of Forest Research through enhanced internal synergies and a wider range of skills.

In the meantime, Corporate and Forestry Support cross border will provide its specialist functions across five main themes:

- Forest Biosecurity
- Climate Change and Economics
- Evidence
- Standards and International
- Corporate Governance

Forest Biosecurity

We will protect our woodland resource and increase its resilience to pests and diseases so that our woodlands continue to deliver a wide range of economic, social and environmental benefits.

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

Maintaining and improving the resilience of our woodlands, forests and trees is a major challenge. The changes in weather patterns, with more extreme events, and a gradual change in site suitability for some of our major species combine to heighten the threat from an increasing number of damaging pests and pathogens. The need to grow the economy will result in increased levels of trade. This will require us to anticipate and be ready to respond to future 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 with wider government, academia and the forestry sector in partnership to find ways of lessening and managing these threats. This will involve continuing to facilitate the Great Britain and Northern Ireland Tree Health Advisory Group and working closely with the Department for Environment, Food & Rural Affairs' (Defra) 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 to build new capacity and capability.



We will work closely with the new UK Science Partnership for Animal and Plant Health to ensure that resources are targeted effectively to provide rapid response to new threats and prevent them from becoming established.

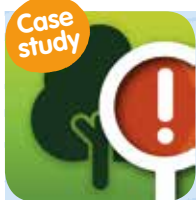
Key actions

We will:

- Undertake analysis of plant health risks, treatment costs and strategies for containment and/or eradication.
- Provide advice to underpin the UK Plant Health Risk Register and new shared contingency plans on priority tree pests.
- Provide expert input to Defra to enable the production of the UK Plant biosecurity Strategy and the England Tree Health Management Plan.
- 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.
- Produce guidance on the ecological implications of Chalara die-back of ash and update the advice and guidance on managing Chalara dieback of ash and *Phytophthora ramorum*.
- 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.
- Monitor and evaluate pest risk from new emerging trades.
- 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.
- Update legislation and ensure it is carried out in line with EU regulations.
- Draft plant health legislation as required and prepare submissions for Ministers.
- Maintain Forest Reproductive Materials (FRM) register and ensure that industry is complying with requirements and initiate legal action for non-compliance as required.

Indicators

1. Number of new tree pests and diseases established in the last 10 years.
2. Number of interceptions of non-compliant imports.
3. Meet our customer-care target of inspecting 95 per cent of imports of wood and wood products on the day of notification of landing, or the next-again working day.



TreeAlert

TreeAlert www.forestry.gov.uk/treelert was originally developed as a small

smartphone app and web form to allow members of the public to report findings of Chalara dieback of ash. In 2014 the Forestry Commission decided to extend the use of TreeAlert to allow reporting of any tree pest or disease. This would enable improved quality of reports, and would also provide an interface for the newly established Observatree citizen science project.

The new TreeAlert works only through a web interface, but it has significantly enhanced facilities for reporting with one generic and five specific reporting lines. There are links to the Forestry Commission website to help with pest or disease, and tree identification.

High quality images can be uploaded, and the system uses an interactive map interface to allow the plotting of the precise area where the problem has been found.

Once a record has been entered the user gets a confirmation message, and the record is sent through a validation process, where the report can be assigned to a specific individual to follow up. This may be a Forest Research scientist, a field plant health manager, or an Observatree volunteer.

The quality of the records has improved significantly with the new system, saving time and effort, and allowing the most important ones to be followed up rapidly. Over time the system will allow for the reporting of trends, and we will be able to map the progression of a particular pathogen or pest, and plan for its eradication or management.

TreeAlert is an invaluable early warning tool, where speed of response is the vital factor in effective control.

Production of pest-specific contingency plans

One of the commitments in Defra's 'A Plant Biosecurity Strategy for Great Britain April 2014' was to review existing contingency plans to ensure they are up to date and in addition develop new plans for priority pests and to produce a generic contingency plan supported by a number of specific plans for priority pests and pathways.

We have worked with Defra to produce a generic contingency plan which should be published later in 2016-17. The plan explains Defra's role as England's "lead government department" for outbreaks of plant pests and diseases. It is designed primarily for use by Defra and Forestry Commission staff involved in planning for outbreaks of plant pests and diseases in England and those who would be involved in the response to an outbreak. It will also help others involved in outbreak planning and response arrangements to design their own internal processes to fit with those of Defra and Forestry Commission. Defra's Plant Health Risk Register has identified pests for which contingency plans are required ensuring that the production of pest-

specific contingency plans is prioritised according to the greatest threats and the Forestry Commission has identified others. If an outbreak of a priority pest is identified then a contingency plan needs to be in place to carry out a rapid and proportionate response.

During 2015-16 we drafted, consulted with scientists and stakeholders and published pest-specific contingency plans on the Forestry Commission's Plant Health web pages for: oak processionary moth, pinewood nematode, *Ips typographus*, sweet chestnut blight, bronze birch borer, emerald ash borer and elm yellows phytoplasma. During 2016-17 we intend to publish plans for Siberian coniferous silk moth, pine processionary moth, oriental gall wasp, *Dothistroma pini*, spruce budworm (two species), canker stain of plane, sweet chestnut blight, pitch canker of pine, pine tree lappet moth, western blackhead budworm, and oak wilt.



Climate Change and Economics



We will protect our woodland resource and increase its resilience to the impacts of climate change so that our woodlands continue to deliver a wide range of economic, social and environmental benefits.

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 fuels 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 across Britain contribute to climate change mitigation and adaptation. This supports policy and operations across the forest sector. We will also fund 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 the role of woodlands in delivering 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 and other partners to develop natural capital accounts for forestry. These accounts will help to demonstrate the wider role of woodlands in underpinning the economy, environment and society. We will work with stakeholders in the public and private sectors to ensure that advice and information is available and relevant to supporting sustainable forest and woodland management.

Key actions

- Introduce monitoring and verification procedures for the Woodland Carbon Code to enable verified credits to be issued from 2016.
- 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 forest 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

1. Projected amount of carbon captured to 2050 by Woodland Carbon Code approved British woodlands.
2. Number and type of dissemination activities emanating from our work on climate change and ecosystem services.

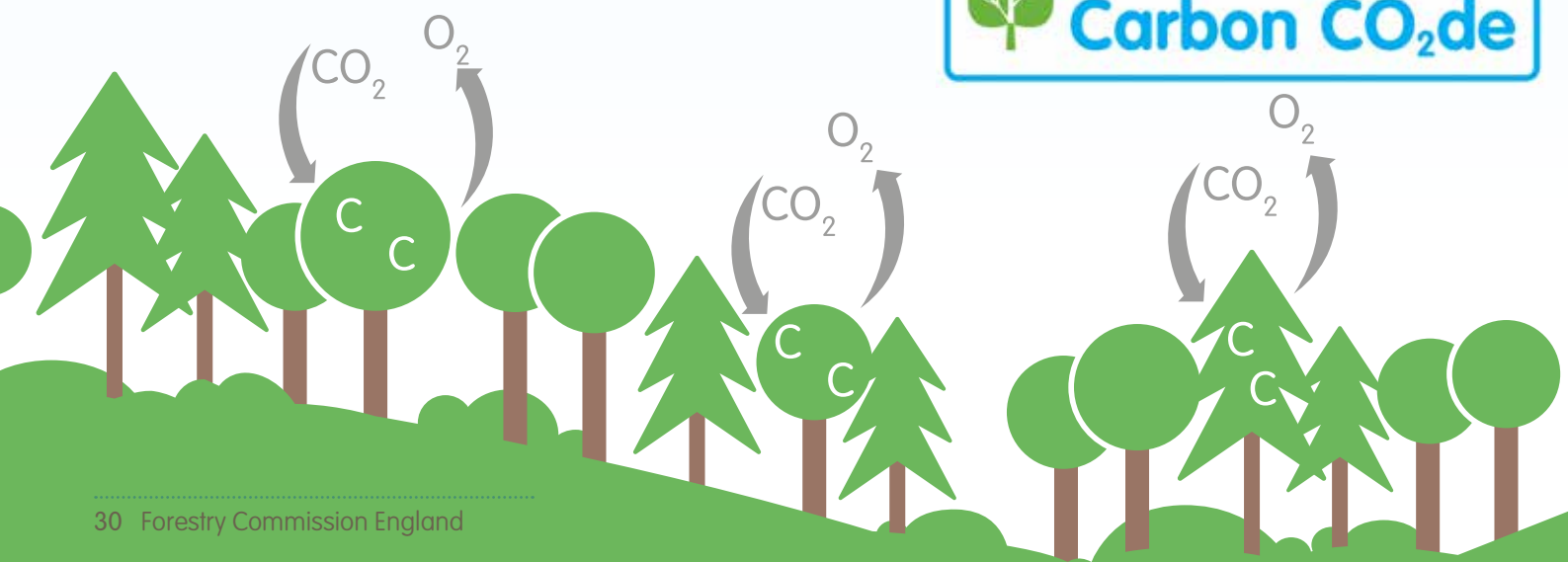
Case study

Developing the economic evidence to support the role of woodlands in sustaining natural capital and delivering ecosystem services

A team at Exeter University, led by Professor Ian Bateman, has carried out a state of the art assessment of evidence on valuing the social and environmental benefits of trees and woodlands. Conceptualising trees and woodlands as part of a 'natural factory', they demonstrate the fundamental role that nature plays in delivering economic benefits and societal welfare. The team reviewed how technical and methodological developments are transforming the potential for robust valuation to inform decision-making. Through a critical review of methods, data and modelling techniques, they have identified a practical set of actions for future research to enhance the evidence base. Major conclusions include a need to link biophysical studies to quantifiable changes in the provision of goods and services, and to develop an integrated, consistent and comprehensive approach to valuing all the benefits and costs associated with trees and woodlands. The team also highlighted that advances in computing power and cross-disciplinary collaborations provides clear potential for wide-ranging (and currently fragmented) datasets to be brought together. These can be used to help implement a new class of integrated and sophisticated ecosystem service analytical and mapping tools to support decision-making at policy and operational levels.



**Woodland
Carbon CO₂de**



Evidence

We will ensure that there is a robust evidence base available to the forestry sector across the UK to underpin its policies and operational decisions.

We will continue to manage the seven research programmes commissioned from Forest Research under the Science and Innovation Strategy for Forestry in Great Britain and commission additional research from external providers. The quality assured outputs will be made widely available via the internet. We will work closely with the private sector to develop collaborative models for research commissioning, and continue to leverage our core resources effectively.

Key actions

We will:

- Publish a series of Research Reports and Research Notes, which provide accessible information on research outputs for policymakers and practitioners.
- Release Forest Yield software.
- Commission economic research studies on:
 - costs and benefits of ecosystem services from forestry in the UK
 - economic analysis of forestry's role in regulating water flows and water quality
 - further examination of the potential for forest ecosystem service markets, including analysis of market segments
- 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.
- Publish guidance on undertaking forest operations near to European Protection Species that live in forest habitats (Hazel dormouse, bats and wild birds).
- Provide support for country implementation of EU directives, such as the Invasive Alien Species Regulation.

Indicators

1. Maintain the percentage of the research budget committed to biosecurity.
2. Maintain or increase the proportion of funds spent on research delivery against commissioning costs.
3. Increase the amount of leverage obtained from Forestry Commission research resources.
4. Meet the targets set on deliverables arising from the Science and Innovation Strategy as measured by the published metrics.

Case study

Digital archive of Forestry Commission publications

The Forestry Commission has amassed a large back catalogue of publications since its establishment in 1919. While many key forestry texts have been revised over the years and contemporary editions are available in print and/or online, most of the titles in the back catalogue are out of print. Aside from a few library copies, the material is inaccessible; digital artwork and e-books are only available for titles published since the mid-1990s.

To address this, a digitisation programme has been undertaken to convert all hard copy Forestry Commission technical

publications to digital formats, and for the digital files to be properly archived online. The programme of work covers series such as Bulletins, Booklets, Field Books, Handbooks, Journals, Leaflets, Records and Technical papers, and each title within these series follows a process of scanning, metadata addition, and PDF upload. The digitised publications are available to access in PDF format via an archive category within the Forestry Commission Publications catalogue – www.forestry.gov.uk/publications. Titles are added one series at a time, and to date, of the 550 titles that have been scanned, 150 are available online.

The digitisation programme supports the aims of the Science and Innovation

Strategy by making out of print Forestry Commission publications easily accessible. These publications are a valuable source of information and knowledge, and we know from feedback that a lot of the material is still in demand today by students, researchers and the wider forestry sector. They are also of historical value as they provide a detailed picture of the work of the Forestry Commission and of the history of forestry in Britain over the last 100 years. Digitising these publications and making them available online unlocks this information and makes it useable, as well as helping to safeguard the information for generations to come.

Standards and International

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 (UKFS) 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 Defra 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 UK influence is brought to bear in agreements on forestry (and related fields such as the environment and climate change).

Key actions

We will: UKFS

- Finalise a revision of the UKFS and Guidelines on the basis of a light-touch review in collaboration with country policy teams.
- Promote the UKFS approach across all areas of central

(particularly DECC and Defra) and devolved government.

- Develop good practice guidance to encourage the adoption of the UK Forestry Standard (UK & GB)
- Lead on forest certification, by acting as a director of the UK Woodland Assurance Scheme, board member, and co-ordinating the interests of state forestry and Governments' policies.

International

- Contribute the forestry perspective to developing UK Lines at the United Nations (UN) on the Intersessional work to agree common EU positions and an EU Submission to the UN Forum on Forests on the new International Arrangements for Forests (IAF) Strategic Plan 2017-2030
- Support Defra in developing UK Lines to contribute to the Review of Forest Europe, under the new Slovakian chairmanship and in all relevant areas in developing a new Forest Europe Work Programme to ensure UK forest interests are protected.
- Attend the United Nations Committee on Forests (COFO) session 23, mid 2016, in support of Defra
- Promote sustainable forest management and best practice worldwide, specifically through the New Generations Plantations project (WWF International) working with Forest Research, Defra, the Department for International Development, and DECC.
- Lead for the UK in the EU Standing Forestry Committee (SFC) and report to Defra, other Departments, and country forestry policy teams. Aim to share best practice and agree a common

approach with other Member States on the issue of woody biomass for sustainable energy.

- 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
- Evaluate the implications of the EU 'Refit' exercise on whether its nature legislation is fit for purpose, and support the development of a UK position



Contributing forestry expertise across Europe

We have attended and participated actively in the EU's Standing Forestry Committee on behalf of Defra and the devolved governments, essentially to ensure developments are compatible with UK positions. For example, we have provided a considerable contribution to the EU's working group on how existing indicators of sustainable forestry might be used in the context of biomass for renewable heat and energy. The UK is well advanced in this area and we are using UK practice to inform the outcomes for forestry at EU level.



Working Internationally

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

Corporate Governance



The Corporate Services team will continue to provide corporate governance functions to the Forestry Commission including supporting the Chair, Forestry Commissioners and Forestry Commission Executive Board.

The process to complete the devolution of forestry raises a large number of legal and corporate issues. The team will give careful consideration to these to ensure that they are fully understood and can be resolved. 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.

Key actions

- Provide support to the countries to implement a new governance model for cross-border functions, in line with recommendations arising from the review of the cross-border functions project, whilst maintaining business continuity.



Annex A:

Sources and Uses of Funds

£ million		2015-16 Planned	2015-16 Outturn	2016-17 Planned
Source of Funds				
Parliamentary Funding		37.0	35.3	35.7
Forest Services	RDPE*	30.6	22.4	26.0
	Other Income	0.1	0.2	0.0
Forest Enterprise	Trading Income and use of reserves	62.3	67.1	69.1
Total Revenue		130.0	125.0	130.8
Use of Funds				
Forest Services	Protection	5.1	4.3	4.4
	Improvement	24.5	20.6	21.2
	Expansion	17.9	15.1	15.5
	Total	47.5	40.0	41.1
Forest Enterprise	Protection	21.4	22.1	23.3
	Improvement	60.2	62.0	65.5
	Expansion	0.8	0.9	0.9
	Total	82.5	85.0	89.7
Total Expenditure		130.0	125.0	130.8

Notes:

1. Parliamentary funding includes Resource expenditure for Forest Services and the Forestry Commission England National Office, Forest Enterprise's Annual Subsidy Limit (ASL), and depreciation.

2. In 'Use of Funds' Forest Services includes Forestry Commission England National Office and depreciation.

3. Forestry Commission receives delegated authority from Defra on an annual basis to commit funds from the Rural Development Programme for England (RDPE).

It excludes capital expenditure.

Annex B:

Forest Services Indicators


















We use our indicator framework to monitor how Forest Services are making England's woodlands and forestry industry more resilient. We do this by working with the forestry 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 advise on policy, for setting up mechanisms for delivery and to enable our partners to hold us to account. The indicators show the impact of our work with the sector and show wider changes in the condition of England's woodland. The trends in these indicators are important.

We publish reports 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 publish the underlying spatial data as Forestry Commission Open Data.

Indicator	Trend
PROTECT	
Pests and diseases	
Headline Indicator: Number of high priority forest pests in the UK Plant Health Risk Register (UKPHRR)	✓
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 of volume of wood in England's forests	...
Area of felling licences issued in the period	✓
Gross Value Added from domestic forestry	✓
Percentage of the total amount of wood that grows in English woods that is harvested	✓
Volume of timber brought to market per annum from English sources other than the Public Forest Estate	✓

continued ▾





Indicator	Trend
Places for wildlife to prosper	
Hectares of restoration of, a) plantations on ancient woodland sites 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 in woodland other than the Public Forest Estate	a) 
a) Favourable or unfavourable recovering condition	b) 
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	
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 area	
Headline Indicator: Area of woodland	
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	
Number of employees in Forest Services (Full Time Equivalents)	
Percentage of training events provided by the internal Human Resource Learning & Development team taken up by employees in Forest Services	
Number of significant work-related accidents per 100 employees in Forest Services	

Notes

Trends for indicators normally reflect change between the baseline, typically at 1 April 2011, and the report as at 31 March 2016. 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.

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

-  Improving
-  Little or no overall change
-  Deteriorating
-  Not assessed due to insufficient or no comparable data

Annex C:

Forest Enterprise England 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.

We publish reports on the headline indicators quarterly, and all other indicators annually in our Indicators Report. We signpost the statistical sources used and where ever feasible publish the underlying data as Forestry Commission Open Data.

Indicator	Trend
PEOPLE	
People's health and enjoyment of woodland	
Percentage of people in Priority Places close to Public Forest Estate accessible woodland	...
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	✓
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)	...
Volume of timber brought to market per annum from the Public Forest Estate (in comparison to timber production plan)	≈

continued ▾

Indicator	Trend
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 training events provided by the internal Human Resource Learning & Development team taken up by employees in Forest Enterprise	...
Number of significant work-related accidents per 100 employees in Forest Enterprise	...

Notes

Trends for indicators normally reflect change between the baseline, typically at 1 April 2011, and the report as at 31 March 2016. 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. Trends showing 'little or no overall change' normally occur as a strong performance is being maintained.

- ✓ Improving
- ≈ Little or no overall change
- ✗ Deteriorating
- ... Not assessed due to insufficient or no comparable data



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