

# NATIONAL FOREST COMPANY

BUSINESS PLAN 2011 - 2012



THE NATIONAL FOREST

## How to Plant a Tree

1. Dig out a pit approximately 8" x 8" x 8" (20cm x 20cm x 420mm).
2. Keep the soil that you have dug out in a pile next to the hole and break it up a little with the spade.
3. Use soil from the pit just above the root structure the stem, straighten the stem. This is the "root collar" and is the depth at which the tree should be planted.
4. The tree roots should be placed facing in the pit using the better soil mix. Taking care not to damage the roots, firm the soil around the tree with your hands. Check the tree is firm and vertical.
5. Fill the remainder of the pit with the soil mix.
6. Once you have finished planting your tree, take time to reflect on the work that you have just undertaken. You have just set a tree on the journey of many years and have contributed to the creation of a new woodland.



NFC staff will be on hand to offer assistance and advice

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## **1. Introduction**

This plan sets out the activity of the National Forest Company (NFC) in the first year of the spending review period, 2011/12. It gives indications of activity for 2012/13 and to the end of the period.

## **2. Summary**

2.1 Working within the agreed Delivery Plan to 2014 and in the context of the Spending Review 2010 settlement, the Company will, in 2011/12, continue to create The National Forest and secure value through:

- its resources, which will be carefully deployed as outlined here,

- its restructure, which brings delivery together coherently,

- its ingenuity, which continues as before.

2.2 The NFC will continue to develop new ways of efficiently creating and managing a high quality environment, fostering deeper engagement and ownership by civil society and acting as a national exemplar of Big Society and Sustainable Development. This will require some research and development time, exploring new models for maximising hectare and bringing in further investment.

2.3 It will take a realistic but ambitious view of funding opportunities beyond grant in aid and will work with the National Forest Charitable Trust (NFCT) and other partners to maximise this.

2.4 It will further streamline and modernise its operations wherever possible as part of a continual improvement process, ensuring efficiency and value for money.

2.5 More time will also be given this year to the responsibilities arising from the Company's land ownership, currently near the maximum level allowable without approval from Defra. This includes a cost effective approach to land management issues and options for disposal to appropriate partners.

## **3. Our purpose and ways of working**

### The strategic goal of the NFC

3.1 The strategic goal of the NFC is to complete the transformation of The National Forest's 200 square miles to a well managed forested landscape, achieving the biodiversity, climate change, economic and social benefits which accompany sensitive and imaginative multipurpose forestry. To achieve this includes not only the planting of woodlands but the creation of connected, non-wooded habitats, and major green infrastructure associated with built development.

## The mission of the NFC

The National Forest Company:

- Attracts and uses resources for ambitious, sensitive and imaginative Forest creation
- Provides the setting for new businesses, recreation, tourism and an improved quality of life
- Enhances wildlife and biodiversity.

The National Forest Company works through working partnerships with landowners, businesses, public, private and voluntary organisations and local communities to fulfil the shared vision for the Forest. It promotes the widest possible participation in and enjoyment of the Forest.

As the Forest matures, the Company promotes at international, national and local levels the experience and knowledge gained about largescale landscape change.

## Delivery against the mission

- 3.2 The aim of the Forest Strategy is to convert around a third of the area to Forest use from a base of c6% in the early 1990s. Current Forest cover is at 18.8% (as at March 2011), more than treble the original cover, and c0.4% is being added to this cover per annum. Tourism has developed strongly and is now worth over £280m a year, showing the maturing of an attractive landscape and destination.
- 3.3 The NFC works to a Delivery Plan to 2014, which implements the National Forest Strategy. The Plan has five themes which have equivalent policy objectives reflecting the thrust of the Coalition Government's policy agenda:

<b>Delivery Plan themes</b>	<b>(Related policy objectives)</b>
i. Keep creating The National Forest	(focus on core delivery)
ii. Look after what has been created	(maximise the public asset)
iii. Communities at the heart	(engage widely)
iv. Tell the story	(ensure strategy and public benefit is widely owned)
v. A national exemplar	(share the evidence and learning)

## **4. Delivering our goals in the current climate**

### Transparency and Accountability

- 4.1 The NFC will maintain its reputation for responding promptly to requests for information from Government. It will also maintain its commitment to gaining regular feedback from residents and partners on progress. The Chair, Chief Executive, Non-executive Directors and staff will continue to engage actively with the wider communities served by the NFC.

## Operational efficiency and value for money

- 4.2 The findings of a jointly commissioned study by Eftec in 2010 highlight that the Forest has already provided a positive net public benefit of £140m, and is set to create long term benefits of around £700m when the Forest is completed.

Timescale	1991-2010	2011-2100	1991-2100
Total Benefits	£229m	£680m	£909m
Total Costs	£89m	£99m	£188m
<b>Benefits minus costs</b>	<b>£140m</b>	<b>£581m</b>	<b>£721m</b>
Ratio of benefits to costs	2.6 to 1	6.8 to 1	4.8 to 1

- 4.3 The Company embeds value for money at all levels of the organisation, from governance arrangements and staffing structure to operations, the latter including contracting, leverage through working with others and risk assessment of proposed activity.
- 4.4 With staffing reductions and a refocus on key operations (i.e. Forest creation rather than non essential capital projects) and by reducing marketing and communications and other operational costs, the NFC will continue to deliver its goals.
- 4.5 The Company will bear down on the unit costs of its operations to achieve greater value for money and long term sustainability. As examples, the average cost per hectare of a Changing Landscape Scheme, taking into account inflation in materials, will reduce in 2011 - 2012; there will be more conversion of contacts into sustained supporters, (using the new Friends' Scheme, with the Charitable Trust) and a higher proportion of communication will be done through online mechanisms, including judicious use of social media.
- 4.6 During 2010/11, internal audit gave a 'substantial' assurance that the operations and controls in place to achieve value for money were appropriate and demonstrated that good value was being secured across a range of activities. Examples highlighted included the Forest tourism campaign, centred around the National Forest and Beyond Visitor Guide 2009 and funded by NFC and partners. This had a cost of £27k and generated £649k, a return on investment of 24:1 which is substantially above the expectation of 14:1.

## **5. Joint working across the Defra network and with officials and Ministers**

- 5.1 The National Forest is delivered in conjunction with the stewardship objectives of Natural England and close working relationships are maintained to ensure we achieve as much as we can for the environment. Similarly, the Forestry Commission is a key delivery partner, providing site development and management at a number of key sites, including the new Cycle Centre.
- 5.2 The NFC Chair agrees her objectives with the Minister, maintains regular contact at ministerial level and invites Ministers to visit the Forest and meet residents and partners.

## **6. External engagement and customer focus**

- 6.1 The main customers of The National Forest are the current and future resident population of the Forest's 200 square miles, its landowners and other businesses related to the woodland economy and its local, regional and national visitors. They also include all those with an interest in sustainable landscape change, including public, private and voluntary sector partners where working together contributes to creating a high quality forest. Other forestry and landscape practitioners who can learn from our experience through our national exemplar work are important partners to engage with, as is Defra and other Departments.
- 6.2 In a real sense, the landscape and ecosystems of the Forest represent, if not customers in the formal sense, certainly critical beneficiaries of the land-based transformation led by the Company. The NFC monitors progress towards achieving a resilient landscape in the long term, for example through a refreshed Biodiversity Action Plan, as well as against public perceptions.

## **7. Priorities and outcomes for 2011/12**

### **Forest Creation and Management**

The key challenge is to maintain the momentum of Forest creation because this completes the creation of the Forest most efficiently. With reserves having been used in 2010/11 and reductions in partner income, such as Section 106 contributions, the Company will restrict non-essential activity, (e.g. capital projects), to maximise money for planting, and do all it can to generate further income beyond Government grant in aid to achieve a target range of 140 - 160ha in 2011/12, (nevertheless lower than the Delivery Plan's average annual target of 200 - 250ha).

#### Key actions

- 7.1 The NFC will continue to drive good woodland management, providing support and advice to individual landowners on the management of woodland, with a particular focus on woodlands 15 - 20 years of age, gearing up for first thinning, and existing mature woodlands under no management or grant support.
- 7.2 A British Trust for Conservation Volunteers land-based training programme will continue to provide land management and job readiness, in the Heart of the National Forest.
- 7.3 The NFC will look to develop new land acquisition sites and existing land holdings as efficiently and as effectively as possible.
- 7.4 The NFC will encourage and promote habitat connectivity through its Forest creation mechanisms.

#### Impact measures

- 140- 160ha of new Forest creation
- 30 - 40ha of biodiversity habitats
- 110ha of public access

- All landowners in receipt of grants receive advice on tree health and woodland management.

#### Resource allocation

- Two dedicated staff plus time from two others and input of senior management. Programme budget allocation of £1.902m (i.e. 96% of total Programme budget).

#### **Woodland Economy**

- 7.5 Encouraging a woodland economy beyond the Company is key to the business model and future success of the Forest. In 2010/11 a woodland economy programme provided business advice and installations of woodfuel systems and this will be concluded. Other activity listed here also contributes to job creation and economic activity through forestry in The National Forest area.

#### Key actions

- 7.6 Complete the 'Making Woods Work' woodland economy programme and continue to support woodland owners and businesses through advice and grant mechanisms.
- 7.7 Create a new woodland economy section of the Forest website.
- 7.8 Explore the opportunities for woodfuel and Renewable Heat Initiative for woodland owners and businesses in The National Forest.
- 7.9 Continue to organise and support the National Forest Wood Fair, with Leicestershire County Council.

#### Impact measures

- Refreshed approach to woodland economy work from 2012/13.
- Wood Fair: 140 exhibitors and 7,000 visitors.

#### Resource allocation

- Senior staff time managing the programme with private sector support and input from emda (RDA) to September 2011. Programme budget £50k.

#### **Community and civil society engagement**

- 7.10 The NFC has, since its inception (1991), had a fundamental requirement to work with Civil Society partners and local people to engage them in creating the Forest and ensuring that it is used, enjoyed, fully developed and cared for.

7.11 This includes:

- Partnering in land ownership and management.
- Helping to create the Forest through tree planting.
- Delivering educational and training programmes.
- Adding value through arts, cultural, sports, recreational and heritage activity.
- Providing opportunities for the widest range of people to enjoy the Forest, including those at risk of exclusion and the urban populations surrounding the Forest, which are more diverse than the resident population.

#### Key action

7.12 Current development in this area is to widen and deepen community involvement in the care of local woodlands and to reach wider audiences through social media.

#### Impact measures:

- Work with 10 groups (community groups, voluntary organisations, social enterprises), as intermediaries to help facilitate community management at six Forest sites.
- Involve 20,000 people in Forest-related activities and events and 38,000 children and adults in environmental education activities.
- Attract at least 15% of participants from minority groups or those at risk of exclusion.
- Progress options for the land management of Heart of the Forest Park with NFCT and local and civil society groups.
- Use at least 2,000 volunteer days.

#### Resource allocation

- One part-time employee plus Programme budget (small grants) allocation of £50k.

#### Access

7.13 The NFC works to enhance public access for walkers, cyclists, horse riders and less able people. Our activity includes creating new open public access and links between sites, rights of way and other recreational routes.

#### Key Actions

7.14 While maintaining its commitment to public access across the whole of The National Forest, the NFC will identify those sites/projects that provide the greatest opportunities (e.g. those on urban fringes and/or which form key access connections). The priority on these sites will

be to deliver high quality public access for a range of users, tailored to opportunities available and local needs.

- 7.15 A costed implementation plan for The Long Distance Trail, as a key iconic project, will be developed with the input of volunteers.
- 7.16 New site and route guides will be published on the NFC website, with updated information on cycling provision.

#### Impact measures

- 110ha of new or planned public access.

#### Resource allocation

- Included within Forest creation above.

#### **Long Term Sustainability**

- 7.17 The NFC's successful work with tourism partners, now formalised in the National Forest Tourism Partnership, will lever in partner contributions and encourage private sector tourism providers to continue to engage with the Forest: this is a major plank of the long term sustainability of the Forest economy. The partnership works to an agreed action plan, core of which is the visitor experience of a distinct and high quality destination brand in an emerging landscape. Increasing overnight stays continues to be key, as is collaboration across the counties by the Destination Management Partnerships.
- 7.18 The NFC will build on a successful first year of collaboration with the NFCT, pursuing joint fundraising for the long-term.

#### Key actions

- 7.21 Tourism action plan implemented with partners.
- 7.22 Friends of the National Forest Scheme established through NFCT.
- 7.23 A legacies programme developed as part of fundraising with NFCT.
- 7.24 Major supporter package developed.

#### Impact measures

- 1,000 signed up to the Friends' scheme by Spring 2012.
- 20 potential major supporters contacted 2011/12.
- 3 new business sponsors.
- Any shortfall in budget income accommodated in year.

## Resource allocation

- One senior fundraising officer, plus part-time support from one officer and budget allocation of £25k. NFCT staff time.

## **Indicative activity to the end of the CSR period**

- 7.25 The Company will pursue a coherent approach to creating and looking after the Forest, using all available creativity and resources to do this. After 2011/12, which has particularly high expenditure including the costs of restructure and a high level of second stage landowner grant payments, there will be a little more flexibility in what will remain a tight budget.
- 7.26 Sustained work with partners and NFCT will lay good foundations for diversified income.
- 7.27 By 2013/14 and based on the progress made over the next two years, plans will be well advanced with the Department about the next National Forest Strategy, which will be in place from 2015/16 and which will lay the foundations for how the next stage of Forest creation will be undertaken.
- 7.28 At this stage, options for future governance will be included in considerations of the next strategy period.

**National Forest Company - Resources and Delivery**

Resources (£m)	CSR07			SR10			
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Actual	Actual	Actual	Plan	Plan	Plan	Plan
<i>Grant in Aid:</i>							
Salary and related costs	0.88	0.90	0.91				
Non - pay operating costs	0.36	0.37	0.28				
<i>Admin:</i>							
Admin pay				0.28	0.27	0.26	0.24
Admin non-pay				0.11	0.10	0.09	0.08
One-off restructuring costs				0.13			
<i>Programme:</i>							
Salary and related costs relating to programme activity (includes forest creation and management, fundraising, tourism)				0.51	0.48	0.47	0.47
Other, non-pay, programme operational costs				0.20	0.18	0.18	0.17
Forest creation and management costs:							
- Tender Scheme commitments falling due	0.62	0.27	0.36	0.35	0.01		
- Changing Landscapes Scheme	0.39	0.33	0.55	0.55	0.55	0.55	0.55
- Land Acquisition/Site Development/'Freewoods' scheme	0.57	1.31	1.03	0.80	1.25	1.12	1.03
Programme Development Fund grants	0.41	0.35	0.21	0.20	0.12	0.12	0.12
Research	0.08	0.09	0.04	0.03	0.05	0.07	0.04
<b>Total</b>	<b>3.31</b>	<b>3.62</b>	<b>3.38</b>	<b>3.16</b>	<b>3.01</b>	<b>2.86</b>	<b>2.70</b>
<i>Non Grant in Aid:</i>							
Income	<b>0.75</b>	<b>0.41</b>	<b>1.13</b>	0.35	0.35	0.40	0.44
Includes:							
Grants received	0.49	0.26	0.87	0.15	0.10	0.10	0.10
Donations and sponsorship	0.16	0.08	0.10	0.10	0.14	0.20	0.25
Expenditure from non-grant in aid income	0.05	0.65	1.35	0.30	0.25	0.30	0.30
Total Assets as at 31 March	2.35	2.70	3.34	4.10			
Net Assets as at 31 March	2.28	2.66	3.27	4.04			
Average number of FTE staff employed (excluding non-execs)	<b>20</b>	<b>19</b>	<b>18</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

## Delivery

New Forest creation secured	<b>121 ha</b>	<b>204 ha</b>	<b>195 ha</b>				
Target range	150 - 200ha	200 - 250ha	195 - 245ha	140 - 160ha	150 ha	150 ha	150 ha
Includes:							
Secured via Changing Landscapes Scheme (CLS)	51ha	32ha	48ha				
Average cost to NFC of each hectare secured via CLS	£10,123	£13,473	£12,816				
Secured via land acquisition activity	14ha	78ha	71ha				
Average cost to NFC of each hectare secured via land acquisition	£14,432	£18,310	£17,147				
Land owned by NFC as at 31 March	134ha	193ha	258ha	310ha			
Public Access - new and/or brought into management	<b>178ha</b>	<b>128ha</b>	<b>135ha</b>				
Target range	125 - 185ha	150 - 185ha	125 - 150ha	110ha			
Nature Conservation sites secured	<b>58ha</b>	<b>59ha</b>	<b>57ha</b>				
Target	50ha	50ha	35 - 50ha	30 - 40ha	40ha	40ha	40ha
No. of people involved in Forest-related activities	23,200	25,000	20,000				
Target	20,000	20,000	20,000	20,000			

## APPENDIX 2

### **1. Delivering Defra's strategic goals through the National Forest Company's business plan**

#### Help to enhance the environment and biodiversity to improve quality of life

- 1.1 The National Forest is a pre-eminent example of enhancing and protecting the natural environment. It promotes environmental stewardship, restores degraded habitats and creates new ones in urban and rural settings, sensitive to the landscape and land use options. It provides local woodfuel and long term high quality timber, for carbon mitigation. The progress of The National Forest has been and continues to be, dependent on continuing engagement with and leadership by local people, to ensure that it does contribute to their long term quality of life.
- 1.2 The National Forest is a proven example of a landscape restoration zone as described in the Lawton Review and is well-placed to act as an exemplar and assist the implementation of the Natural Environment White Paper.

#### Demonstrate the Big Society (through tree planting and catalysing community activity)

- 1.3 The NFC works through private landowners, other partners, parish councils and community groups to achieve Forest creation. (Community and environmental education figures – total since 1995, 185,750 people involved in Forest-related activities between 1995 – 2010; and 341,000 children involved in environmental education visits to Conkers Discovery Centre and Rosliston Forestry Centre). Nothing is done through compulsion. The voluntary nature of community involvement programmes is key. Health activity, heritage and arts projects and volunteering all play a key role in what the Forest provides. These are catalysed through staff at NFC, in particular through one part-time post. The NFC is a partner in the Big Tree Plant.
- 1.4 In 2011/12 the Company will continue to build on innovative networks and collaborative approaches, such as the Woodland Owners' Club and further local engagement in woodland management, as mentioned above.
- 1.5 We are currently developing and maturing our work with businesses, where there is an eagerness to share in investing in the long term future of the Forest.

#### Support a strong and sustainable green economy, resilient to climate change

- 1.6 The green environment created by the work of the NFC provides an ethos and encouragement for the green economy and the Company plays an active part in business networks. The emerging woodland economy provides new employment in woodland design and management and the use of woodfuel. 2011/12 will see the concluding year of a 'Making Woods Work' programme, to support this emerging economy.

Protect and create greenspace near urban communities and promote green infrastructure through development.

- 1.7 The NFC continues to invest time and expertise in bringing the Forest close to where people live<sup>1</sup> and offsets the impact of development through planning guidelines adopted by Local Authorities. 1,336ha have been achieved through minerals, derelict land and development-related activity. It will continue in 2011/12 to partner with and influence local authorities to achieve better quantities, quality and accessibility of green space for local people.

Evidence-based working

- 1.8 This underpins Defra's current approach. Research by NFC is ongoing and the National Forest Strategy is systematically monitored. Published research and monitoring of the Forest's progress against its sustainable development indicators, (derived from the national set), are promoted on the Forest website and demonstrate strong progress. In 2011/12, NFC will continue to contribute to national research on forestry and carbon abatement and will seek to apply any approaches arising out of the Natural Environment White Paper.

**APPENDIX 3**

**Delivering the plans of other Departments**

Department of Communities and Local Government

- 1.1 The NFC contributes to the localism thrust of CLG policy in areas such as working with community forums to ensure that developments in the Forest are shaped by local aspirations and are carried out with local people. This applies for example in the Heart of the Forest area, where NFC is supporting the establishment of the Heart of the Forest Forum as a driver for the next phase of the Forest.
- 1.2 The NFC also works closely with planning authorities to ensure that locally sensitive planning, which benefits the environment and local communities, is achieved through the existence of the Forest. Changes in planning policy will be closely monitored in 2011/12.
- 1.3 The Company will engage with and seek to influence Local Enterprise Partnerships as they become established, particularly to ensure that they encompass investment in the green and environmental economies.

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<sup>1</sup> Using the Woodland Trust's Woodland Access Standards, in 2010 approximately 66.3% of The National Forest's 200,000 residents live within 500m of an accessible woodland of 2ha or more in size. This compares with 14.5% of the population for England.

#### Department of Culture, Media and Sport

- 1.4 The NFC works closely with Visit England to ensure that the Forest both influences and reflects national tourism policy for emerging destinations.
- 1.5 The sports potential of the Forest will continue to develop strongly in 2011/12 with the opening of the Cycle Centre and the enthusiasm of partners to increase cycling routes throughout the Forest will be harnessed.

#### Department of Health

- 1.6 The National Forest provides an ever expanding environment for green gyms and healthy leisure and these opportunities are delivered by third parties in a wide range of contexts.

#### Department of Energy and Climate Change

- 1.7 Wood products are an important contributor to climate change mitigation as replacements for more carbon intensive materials and their potential is consistently promoted to landowners as they consider woodland management for the future. Work with local authorities and developers also promotes wood in construction and design. The wider creation of a resilient landscape contributes to climate change resilience and adaptation.

#### Cabinet Office and Treasury

- 1.8 The NFC is delivering the transparency, accountability and efficiency agendas required of NDPBs.

### **APPENDIX 4**

#### **Governance**

- 1.1 The NFC'S status as an NDPB and a company was confirmed through the CSR process. Its Board has reduced from nine to eight, its meetings reduced from 5 to 4 a year and the Chair's days reduced slightly, to reflect the current climate.
- 1.2 As outlined within this plan, the long term governance of the Forest beyond the creation phase (during which central Government support will continue to be required), will emerge over the medium to long term.
- 1.3 Active collaboration with the NFCT will continue from 2011 onwards, focused firstly on joint fundraising and land management in parts of the Forest, with a possible longer term option in the long term for governance of the Forest to be undertaken by NFCT as a charitable body.

**SUMMARY OF NATIONAL FOREST COMPANY ACHIEVEMENT AGAINST CORPORATE PLAN TARGETS 2010/11**

No	Key Objective	Outcome
<b>1</b>	<b>Forest Creation</b>	
	<ul style="list-style-type: none"> <li>• Secure 195 - 245ha of new Forest creation.</li> </ul>	196ha achieved.
	<ul style="list-style-type: none"> <li>• 35 - 50ha of nature conservation sites created or brought into management.</li> </ul>	57ha achieved.
	<ul style="list-style-type: none"> <li>• 125 - 150ha of new and/or planned public access.</li> </ul>	135ha achieved.
	<ul style="list-style-type: none"> <li>• Update the National Forest Biodiversity Action Plan.</li> </ul>	Achieved.
	<ul style="list-style-type: none"> <li>• Update the National Forest Planners' and Developers' guide.</li> </ul>	Preparation completed. Planting guidelines section updated on website version. Research undertaken into other sections; new photography undertaken. Completion 2011 / 12.
	<ul style="list-style-type: none"> <li>• Develop a Design Charter for The National Forest.</li> </ul>	Achieved and promoted to local authorities, developers and planning consultants (250 contacts).
<b>2</b>	<b>Quality and making the most of the Forest</b>	
	<ul style="list-style-type: none"> <li>• Increase participation in the Woodland Owners' Club - three meetings by 31/03/11, with total attendance increased compared with 2009/10.</li> </ul>	Achieved. Total for year to 87 attendees compared with 67 in 2009/10.
	<ul style="list-style-type: none"> <li>• Support five further feasibility studies for new woodfuel installations, identify new woodfuel supplies and hold two events to promote woodfuel use and supply.</li> </ul>	Achieved: six new feasibility studies and two events. Programme finishes on 31 March 2011.
	<ul style="list-style-type: none"> <li>• Implement squirrel control with eight landowners and evaluate results and implement a plan for deer management.</li> </ul>	Achieved. Squirrel control - control trial will be used to help determine direction of work in 2011. Partial completion of work on deer due to contractual issues.
	<ul style="list-style-type: none"> <li>• Work in partnership to deliver the 2010 National Forest Wood Fair; 100 exhibitors, 5,000 visitors and incorporating a woodland economy advice area.</li> </ul>	Exceeded. 6,000 visitors, 103 exhibitors, plus 24 food stalls. Successful Making Woods Work area, supported by partners.
	<ul style="list-style-type: none"> <li>• Consult on the route of the long distance trail, securing funding to enable planning for implementation in 2011.</li> </ul>	Achieved, including use of volunteers to take the trail forward.
	<ul style="list-style-type: none"> <li>• Progress The National Forest Cycling Centre to enable it to open by Spring 2011.</li> </ul>	Achieved. Opening 1 <sup>st</sup> June 2011.
	<ul style="list-style-type: none"> <li>• Progress the 'Making Woods Work' woodland economy programme,</li> </ul>	Achieved.

	including two industry events and contact with businesses related to the woodland economy.	
	<ul style="list-style-type: none"> <li>Deliver the first year of The National Forest Sustainable Tourism Strategy. Activities to include: reviewing marketing; developing the destination brand's use; and producing a three year research plan.</li> </ul>	Achieved. Branding development did not happen due to budget restrictions but first year of strategy delivered.
	<ul style="list-style-type: none"> <li>Audit and update information on horse riding, cycling and accessible woodland sites.</li> </ul>	Achieved, with cycling information being developed by County Council, (to follow opening of Cycle Centre).
<b>3</b>	<b>Participation</b>	
	<ul style="list-style-type: none"> <li>Progress five projects, building on the successes of pilot work undertaken in 2009/10, to widen and deepen community participation.</li> </ul>	Achieved, including work with minority communities and through partner organisations such as BTCV and Groundwork.
	<ul style="list-style-type: none"> <li>Engage 20,000 people in positive practical action in support of the Forest.</li> </ul>	Achieved. Use of annual agreements and selected small scale grants.
	<ul style="list-style-type: none"> <li>Engage 40,000 children in environmental education in the Forest.</li> </ul>	Nearly achieved, (37,000). Delivered through partners.
	<ul style="list-style-type: none"> <li>Promote the use of the logo to 50 businesses in the Forest</li> </ul>	Achieved. 92 organisations currently licensed to use the logo.
	<ul style="list-style-type: none"> <li>Explore the feasibility of a Friends'/Membership scheme in partnership with the Heart of the National Forest Foundation.</li> </ul>	Exceeded. Friends' scheme announced 31 <sup>st</sup> March 2011.
<b>4</b>	<b>Communication</b>	
	<ul style="list-style-type: none"> <li>Review and refresh communication methods and publications to residents, local communities, partners and businesses.</li> </ul>	Achieved. Less printed communication; consideration of social media.
	<ul style="list-style-type: none"> <li>Explore with Government a dissemination programme.</li> </ul>	This refers to the outcome of the Efra Select Committee. Timings meant that CSR was a higher priority but see 5 below for other aspects of research and exemplar role.
<b>5</b>	<b>Research and exemplar role</b>	
	<ul style="list-style-type: none"> <li>Research summaries published at the end of 2009/10 effectively disseminated and publicised, online and elsewhere.</li> </ul>	Achieved. Promoted to 67 partner and academic organisations and through the Forest website.
	<ul style="list-style-type: none"> <li>Work with Defra and other partners on an integrated approach to assessing the Forest's leverage and public value.</li> </ul>	Achieved. Eftec Public Value Study undertaken. Report promoted on Forest website and a press release issued.
	<ul style="list-style-type: none"> <li>Update the Sustainable Development report 2007, incorporating new socio-economic data.</li> </ul>	Achieved. The 20 sustainable development indicators have been updated and are now promoted on the NFC website
	<ul style="list-style-type: none"> <li>Update carbon research, including NFC carbon account and sequestration figures, in line with best practice.</li> </ul>	Achieved. Contract let to Centre for Ecology and Hydrology and final report received.
	<ul style="list-style-type: none"> <li>Participate in national work to consider how to implement the national aspiration for more tree planting to combat climate change.</li> </ul>	Achieved. Contributing to Big Tree Plant and exploring opportunities with the Woodland Carbon Task Force.
	<ul style="list-style-type: none"> <li>Develop further the joint climate change tree provenance research project with FC Forest Research.</li> </ul>	Achieved. Partnership Agreements signed between partners including Forest Research and private sector.
	<ul style="list-style-type: none"> <li>Continue to play a lead role in UK engagement in the European Landscape</li> </ul>	Achieved – always scope for more. National Forest a case study for the

	Convention; monitor opportunities for dissemination of experience and for entering an award.	UK Landscape conference in November. National Forest Company researched but was ineligible to enter the UK Landscape Award.
	<ul style="list-style-type: none"> <li>Explore appropriate international links to share learning, including twinning and transnational projects.</li> </ul>	Partially achieved. Link made with PhD student funded by Mexican Government using the Forest as a focus to develop the study methodology.
	<ul style="list-style-type: none"> <li>Complete an interim breeding bird survey to maintain monitoring between major surveys.</li> </ul>	Achieved.
<b>6</b>	<b>Governance, efficiency and organisational sustainability</b>	
	<ul style="list-style-type: none"> <li>With Heart of the National Forest Foundation, help evolve and launch an independent charity for the whole of the Forest.</li> </ul>	Exceeded. Charity formed (National Forest Charitable Trust) and early work programme begun. (Credit to HNFF also).
	<ul style="list-style-type: none"> <li>Increase involvement in Business Benefits and Plant a Tree campaigns and restore contributions to pre-recession levels, and introduce three new sponsors to the work of The National Forest.</li> </ul>	Partially achieved. Three sponsors contracted (£140k). Plant a tree pro rata achieved target.. Business benefits not restored to pre recession levels but 13 companies engaged, (£20k).
	<ul style="list-style-type: none"> <li>Make initial contact with up to 20 individuals as part of the implementation of a cultivation campaign for high value donors.</li> </ul>	Partially achieved. Initial contacts made. Not prioritised due to work with NFCT. To be picked up 2011 /12.
	<ul style="list-style-type: none"> <li>Review operations, including contracting and tendering, in relation to value for money, sustainability, equality of opportunity and health and safety.</li> </ul>	Achieved.