



THE NATIONAL
FOREST

THE NATIONAL FOREST COMPANY CORPORATE PLAN 2008



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CORPORATE PLAN 2008

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NATIONAL FOREST COMPANY

CORPORATE PLAN 2008

EXECUTIVE SUMMARY

The National Forest is a forest in the making, transforming 200 square miles of central England. It is a bold project, blending new and maturing woodland within a wide variety of landscapes, presenting opportunities for many to take part in its development.

- It is an inspiring example for the country, in the face of climate change and other environmental pressures.
- It is a place of enjoyment and learning for its residents and visitors.
- It is a place of contrasts, where people find quiet relaxation and active leisure.
- It is a working forest providing new and sustainable livelihoods.

The National Forest enriches the lives of its people and the landscape and wildlife of this part of England.

Introduction

The role of the National Forest Company (NFC)

- i. The purpose of the NFC is to lead the creation of The National Forest in accordance with the aims and objectives set out in the second National Forest Strategy, covering the period 2004 – 2014. It attracts and uses resources for ambitious, sensitive and imaginative Forest creation. It provides the setting for new businesses, recreation, tourism and an improved quality of life. It enhances wildlife and biodiversity. It is acknowledged as a national exemplar of sustainable development.
- ii. This Plan includes a review of activity during 2007/08 against the objectives and targets of the 2007 Corporate Plan and outlines planned activity for 2008/09 - 2010/11.

Grant in aid

- iii. Grant in aid for 2007/08 was originally set at £3.7million but pressures on Defra's budgets once again led to in-year reductions being applied across the Department and its sponsored bodies. The NFC's budget was reduced by 9.5% to £3.35 million, compared with a reduction from £3.7m to £3.4m in 2006/07. As a consequence the Forest creation target, originally set at 200ha, was reduced to a range of 185 – 190ha and the associated target for the creation and/or bringing into management of nature conservation sites was revised from 40ha to 35ha.
- iv. Following the Comprehensive Spending Review, the Company welcomes confirmation from Defra that grant in aid for 2008/09 is to be £3.6 million. Indicative allocations for 2009/10 and 2010/11 are expected to be confirmed by August 2008.

Achievements 2007/08

- v. The National Forest Company reported last year on a challenging year, including the in year budget cut and rising land prices. This year the challenges were even more evident, with the absence of a main grant programme alongside the same issues. The Company responded by being more proactive with land acquisitions, accelerating small planting schemes, making substantial investment in access and community involvement and demonstrating its impact across the three pillars of sustainability. Whilst the Forest creation target was not met and challenges for maintaining hectareage are central to the Company's strategy for the future, headlines from the year include:
- 119ha of Forest created and 80ha of additional land acquired to create a new country park linking to existing woodland. (Forest creation target 185 – 190ha).
 - £1,216,000 non grant in aid income secured against £3.35m grant in aid
 - Habitat creation targets exceeded (39ha against 35ha target)
 - Record 77 exhibitors and 3,500 visitors to the National Forest Wood Fair and target for businesses assisted to improve their performance exceeded (17 against target of 15)
 - The opening and immediate popularity of YHA National Forest and the associated Camping and Caravan Club site.
 - The winning of the inaugural SD UK Award for sustainability.

Commentary on 2007/08

- vi. Following the decision to close the Tender Scheme to new entrants it was evident that the development of its successor with partners and its approval by the European Commission would be a major task for 2007/08.
- vii. The Board agreed principles to underpin the year and endorsed a full and varied programme of activity to ensure effective spend of grant in aid. (See Chapter 1, paragraph 1.11). The Company developed a range of small scale planting schemes and secured over 50ha through land acquisition. These resource intensive means of achieving Forest creation were complemented by a complex programme of activity, including an urban programme to promote engagement in the Forest in its main population centres.
- viii. Major visitor infrastructure projects were progressed, reflecting the identification of sustainable tourism as an area for further investment in both the NFC publication 'The National Forest, an exemplar of Sustainable Development', and in regional tourism investment reports,. As the YH National Forest and the Camping and Caravan Club site were opened, the Company secured funding for a major new multi-user trail in the Heart of the Forest which is already being implemented.
- ix. The Company responded to partners' support for a National Forest LEADER bid (an EU Rural Development programme) and, despite the bid not being successful, it is in a position to take forward a number of the ideas it generated on the woodland economy and sustainable tourism.

- x. The Company continued to look to the future, investing in research on the state of the Forest, building capacity in habitat connectivity and appointing a Head of Fundraising. The year ended with preparations underway for the Mid Strategy Review which will take place in 2008/09. A realistic financial settlement for 2008/09 in the context of wider public sector constraints is a pleasing endorsement of the national significance of The National Forest for learning and practice in sustainable development.

Planned activity 2008/09

Forest Creation

- xi. The target will be 150 – 200ha of Forest creation, in the context of the new Changing Landscapes Scheme to be launched in early June 2008, at a time of much competition for land and high commodity prices. Habitat connectivity will be piloted in one area of the Forest by the end of the year and acquisition will be pursued vigorously.

Forest quality and sustainable management

- xii. A wide range of activity will be progressed, including using a woodland owners' group to promote good management; developing an action plan on squirrel management; targeting management of existing woodland and undertaking a major bird survey.

Climate Change

- xiii. The company will demonstrate a leadership role in responding to climate change, both in forest creation practice and in work with other forestry organisations to develop a national approach to domestic forestry and climate change.

Sustainable economic development

- xiv. Development proposals will impact on the sustainability of the Forest and the Company will define and promote its position, defending the sustainability achieved to date. It will work towards a shared framework for sustainable growth and the protection and development of green infrastructure across the planning authorities of the Forest. The West Midlands will see the benefit of the Visitor Infrastructure Project already delivered in the East Midlands and the next phase of woodland economy work will be developed, following the ending of the WEBS project in March 2008. The Wood Fair's position as a major event for the woodland economy and the profile of the Forest will be consolidated in its fourth year.

Access, participation and learning

- xv. Substantial new and planned access will be achieved and the Forest walks and 'Access for All' packs will be updated. An implementation plan for the long distance trail will be achieved by March 2009 and recent acquisitions and site development within the Heart of the Forest will provide the impetus to review and update signage and interpretation of the area as the core of the 200 square mile area.

Organisation, efficiency and leadership

- xvi. The Company will develop its medium to long term fundraising strategy and will further diversify its income streams. It will maximise resources for Forest creation and ensure that operations are effective, efficient and fit for purpose. Through the Mid Strategy Review, a range of commitments will be secured with and from partners for the next five years. The national exemplar role will be taken forward through linkage with the European Landscape Convention. The structured approach to work with key audiences and in evaluating marketing and communication will continue.

2009/10

- xvii. This year will see implementation of the findings from the Mid Strategy Review which will shape activity in many areas of the work and organisation of the Company. The new suite of Forest creation approaches will become established and infrastructure and capital projects will continue to be developed to maintain and promote the Forest as a high quality area in which to live and a sustainable visitor destination.
- xviii. The national exemplar role of the Forest will continue to be developed and promoted and the sustainable management of the Forest through landowners and others will be a priority.

2010/11

- xix. This will be a year when Forest creation mechanisms will be well established and the next round of capital projects underway. The role of the Company in disseminating its learning nationally will be established. Longer term funding opportunities will be coming on stream. Partnerships taken forward following the Mid Strategy Review will be bringing forward new activity.

CHAPTER 1

INTRODUCTION AND REVIEW OF 2007/08

The role of the National Forest Company

1.1 The mission statement of the Company:

The National Forest Company leads the creation of The National Forest, a new, wooded landscape for the nation across 200 square miles of central England.

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 develops 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 emerging from this inspiring and ambitious project.

The strategic and policy contribution of The National Forest

- 1.2 The Forest's role as a national exemplar of sustainable development was confirmed by the National Forest Company and partners winning the inaugural SD UK Award in March 2008. This drew on the publication 'The National Forest, an exemplar of Sustainable Development', published in 2007, which has had over 6,000 downloads from the NFC website.
- 1.3 The scale of increase achieved, in mixed and connected habitats and in improving the green infrastructure for its communities, means that The National Forest makes a significant contribution across its 200 miles to the first of the two cross-departmental PSAs led by Defra: to secure a healthy natural environment for today and the future.
- 1.4 The National Forest also contributes to the mitigation of climate change, the other cross-departmental PSA led by Defra, through habitat creation, the carbon sequestered, the potential of wood as a sustainable substitute for other materials and fuels, accessible recreation and educational work undertaken with the next generation. Climate change adaptation is also supported, for example through the provision of trees for shade and flood management.

Summary of The National Forest's contribution to Defra Public Service Agreements

1 To secure a healthy natural environment for today and the future

- Conversion of more than 5,000 hectares into non intensive land use.
- Creation and bringing into management to date of 1,485ha of mixed habitats, meeting UK and local biodiversity action plans.
- Supporting access, education and engagement, to build long term awareness of the need for environmental protection by all.
- Using evidence responsibly to decide how in the future to progress Forest creation to maximise the environmental benefits of landscape change achieved to date.

2 To reduce the effects of dangerous climate change

- Sequestration of carbon in trees, roots and soil.
- Promotion of woodfuel as a fossil fuel replacement and timber products more widely.
- Filtration of pollutants, reduction of soil erosion and buffering the effects of more extreme weather conditions.
- Support to businesses to reduce the effects of their activity.

- 1.5 The Forest's enhancement of the social and economic as well as the environmental means that additionally The National Forest makes a contribution to further Government PSAs for the current CSR period, including promoting better health and well-being for all and building more cohesive, empowered and active communities. Its track record of effective partnerships with local authorities means that it is well placed to demonstrate sustainable development in the context of the growth agenda, promoting accessible green space, sustainable construction and sustainable communities.
- 1.6 The National Forest demonstrates the 'added value' approach to forestry laid out in the new national strategy, 'England's Trees, Woods and Forests'; in developing woodfuel, habitat connectivity and green infrastructure, it is well placed to provide test beds for the Strategy's priorities as it moves into implementation.

Exceptional circumstances for the National Forest Company in 2007/08

- 1.7 The National Forest Company's year was exceptional and challenging. This was reflected in the Company's Risk Register which identified the main areas of risk to be:
- achieving significant Forest creation in a year with no main grant scheme and when land and commodity prices are rising;
 - resolving State Aid issues and securing approval for a successor to the Tender Scheme that had been closed to new entrants;
 - implications of an unfavourable outcome from the Comprehensive Spending Review that resulted in a reduction to grant in aid receivable;

- implications of a failure to engage key partners, particularly the Forestry Commission, other public sector bodies, landowners and the private sector.
- 1.8 Programmes of activity, agreed by the Board and monitored by the Audit Committee, were put in place to address these risks. Actions taken proved to be largely effective and contributed to it ultimately being a rewarding year that should act as a good platform for future years.
- 1.9 The urgency of submitting a new scheme for approval, a complex and unpredictable process, put significant pressure on the Company when there was also a need for an ambitious alternative programme to enable Forest creation to continue at a reasonable rate and for other opportunities to be taken with resources available.
- 1.10 It was a year in which work with partners was more critical than ever, and the Company relied on and received much support, engagement, advice and time from Defra, the Forestry Commission and local partners.
- 1.11 At its meeting in January 2007 the Board agreed activities for 2007/08 reflecting these circumstances, based on the following principles:
- They are in accordance with the Forest Strategy 2004 – 2014.
 - They provide opportunities for forestry agents, contractors and nurseries which have come to rely on The National Forest for a substantial amount of business.
 - They reflect the outcomes of the November 2006 Forest Forum including the ‘stretching the web’ sustainable development exercise, revealing areas for additional focus.
 - They are achievable given the resources available to the NFC.
 - They leave resources and demand for a new Forest creation scheme.
 - They fall outside state aid requirements.

Summary of activity and achievements

- 1.12 Against these principles, and with the support of the Board, the executive then delivered a programme which included small scale planting, land acquisition and new habitat creation, the launch of an urban programme, substantial investment in new access and support for sustainable tourism. In addition, effort went into engagement with the increasingly important growth and development agenda for the Forest and in developing the successor to the Tender Scheme.

Forest Creation 2007/08

- 1.13 In a year which included a number of significant challenges, perhaps the greatest was to achieve substantial new Forest creation in the absence of the former major planting scheme and at a time of increasing commodity and land prices.

Forest Creation 2007/08

Land acquisition	52ha
Small scale schemes	9ha
Minerals and development	42ha
Aerial photography	11ha
Other	5ha
	119ha

Land for country park site assembly (not new woodland planting)	80ha
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- 1.14 The Company actively pursued and investigated any opportunity that emerged for new Forest creation during the year and acquired 52ha through purchase. 42ha were also secured through development and mineral restoration. The Wildlife Trusts responded to a 'habitats challenge', delivering sustainable heathland management and new wetland.
- 1.15 Additionally, the Company instigated small scale planting schemes and eight were progressed. Capacity issues within the Company (due to planning a successor to the Tender Scheme) and landowners awaiting the new Rural Development Programme for England (RDPE) were factors contributing to a lower hectareage than hoped for. Nevertheless the schemes resulted in more than 10,000 trees being planted and engaged some new landowners.
- 1.16 During the year, the Board gave careful consideration to the merits of acquiring already planted land, where it linked habitats and achieved public benefit at a larger scale. On these grounds the Company also purchased 80ha towards a country park in the Heart of the Forest, where there is considerable adjacent planting and a need to protect public benefit. This was generously supported by emda as a contribution to Leicestershire's green infrastructure.
- 1.17 The total land brought into the Forest met the revised target (185 - 190ha), if this additional land is included but, as the latter was not for new planting, 119ha is counted as new woodland creation.

What counts towards the forest creation (woodland creation) target?

1. The figures counted are our best calculation of the total additional Forest planted in the year.
2. This includes sites not planted by or through the National Forest Company , for example development related planting or privately owned woods not sponsored through us. Some hectares may get missed, unlike those recorded by the Company.
3. The hectares comprise a range of habitats, since we are creating woodlands with glades, wetland and other features. Thus the figures are not hectares of solid trees as they would be with plantations.
4. This year, aerial photography in Leicestershire has revealed some woodland sites not previously counted. This 11.5ha is in effect an example of 2, recorded retrospectively.

Other achievements 2007/08

- 1.18 The quality and management of the Forest was progressed through a 'state of the Forest' assessment, including squirrel damage, deer populations and biodiversity surveys of two key sites. Revealing both a level of a risk to parts of the Forest from squirrel and deer damage, coupled with tangible progress in the distribution of other species, these give a valuable platform for action plans into the future.
- 1.19 More than £1m was assembled for a major new multipurpose trail in the Heart of the Forest, timely given the opening of YHA National Forest. This progresses the sustainable tourism offer of the Forest, as did further developments at Rosliston Forestry Centre and research into the options for a long distance trail across the Forest. It was also pleasing to note the increasing regional recognition of The National Forest as an emerging visitor destination, shown in investment plans and the visitor publications of partners.
- 1.20 Given flexibility in resource allocation, it was a very positive year for engagement with local communities. £62,500 was offered to 21 projects including festivals, exhibitions, free tree schemes and educational visits and activities with a total value of more than £300,000. A woodland-based social enterprise was supported near Coalville, which will deliver training in land and forestry related skills. The communities of the Forest continually change, given the popularity of the Forest with newcomers and new ways of engagement need to be sought. The imagination (and enthusiasm for food, drink and technology) of the Company was evidenced in support for beer mat and iPod walks.
- 1.21 The Urban Programme will run for 3 – 5 years and in its first year, whilst not primarily a means to achieve significant planting, it delivered new sites and the engagement of schools and local communities. The year also saw the inauguration of a programme of greening of industrial estates in Burton upon Trent, with further plans developed for the future.
- 1.22 The Urban Programme will continue to be a vehicle for engagement, greening and building the awareness of the Forest amongst the majority of its residents, which reflects the principle of participation at the heart of the European Landscape Convention, adopted this year by the UK.
- 1.23 Despite a delay in appointing a Head of Fundraising, a number of existing and new business contacts were developed which resulted in sponsorship arrangements that generated c£65,000 of income and contributed to a range of sites. Businesses welcomed the clarity of the carbon and climate change position of the Company, which was used as a basis for agreeing sponsorship arrangements where carbon was a consideration.
- 1.24 On behalf of partners, the Company developed a bid under the EU LEADER programme for rural development, managed by emda. This was not ultimately successful, but the partnership continues to support options for future delivery of the bids' key strands, for sustainable tourism and the woodland economy, reflected in the plan for 2008/09.

Review of objectives and targets 2007/08

1.25 The remainder of this chapter summarises achievement against the objectives and targets of 2007/08. Achievements against the key targets and activity of the 2007 Corporate Plan are listed in tabular form, with a commentary providing more detail on achievements where appropriate.

Achievements against targets 2007/08

Key Objective 1: Forest Creation	
Objective: To secure further Forest creation, contributing to the delivery of targets contained within the Forest Strategy 2004 – 2014 and the National Forest Biodiversity Action Plan.	
Targets	Progress
Forest creation: 185 – 190ha (reduced from 200ha following a reduction in grant in aid during the year).	Not achieved: see below 119ha new Forest creation achieved. 80ha also acquired to create a new country park linking to existing woodland.
Habitat creation challenge scheme with the three County Wildlife Trusts.	Achieved. Reedbed and wetland creation and grazing management, via the Wildlife Trusts.
Research opportunities for local authorities to designate new Local Nature Reserves	Achieved. New opportunities identified.
Creation and/or management of 35ha of nature conservation sites, (reduced from 40ha following a reduction in grant in aid during the year).	Exceeded. 39ha achieved, largely due to a higher level scheme designation on the Calke Abbey estate (National Trust).
Development of a hedgerow linkage scheme by researching opportunities and promoting grants to landowners.	Approach expanded during the year. Hedgerow linkage broadened into researching habitat connectivity more widely, through customised software for The National Forest. Meanwhile, more than 1,500m of hedges were planted, an average of 300m per scheme.

Key Objective 2: Forest quality and sustainable management	
Objective: To promote the achievement of a high quality forest, the effective management of existing woodland and the development of a woodland economy for the sustainability of the Forest.	
Target	Progress
Assist 15 businesses with developing business and leadership skills. 10 wood heat feasibility studies conducted	Exceeded 17 businesses assisted and 20 wood fuel feasibility studies carried out.
Extension of the woodland economy work into West Midlands and commissioning of woodland economy projects through the Programme Development Fund.	Partially achieved The grants were made available but take up was limited.

3rd National Forest Wood Fair – attracting 65 paying exhibitors.	Numbers exceeded, (% paying not met) 77 exhibitors, 25 paying, and a 15% increase in the number of visitors. (Compares with 70 exhibitors, not paying, in 2006).
State of the Forest report on pests and diseases.	Achieved Reports on squirrel damage and deer prevalence completed, to be used with landowners in 2008/09.
Influencing key development and planning decisions and policies.	Achieved 43 planning and other policy related documents responded to and a proposed ecotown commented upon (as an inappropriate location) which was subsequently rejected by Government.

Key Objective 3: Access, participation, learning and sustainable tourism	
Objective: To achieve tangible improvements to access and sustainable tourism in the Forest and to broaden the range of people using the Forest.	
Targets	Progress
Completion of Visitor Infrastructure Project in the East Midlands and, subject to funding, its extension into the West Midlands through the Regional Development Agency and associated tourism support.	Exceeded Completed in the East Midlands and funding agreed for an extension into the West Midlands. In addition, further installations were funded by recipients of the first tranche, due to their popularity.
Extension and improvement of the Conkers Trail within the Heart of the National Forest Park and the testing of the feasibility and options for the delivery of a long distance trail.	Achieved Work underway on the Conkers Trail and options appraisal for a long distance trail undertaken.
200ha of new/planned public access on new and existing sites.	Exceeded 261ha achieved.
Opening of the National Forest Youth Hostel and Camping and Caravanning Club site.	Exceeded Not only were both opened, but bookings have exceeded expectations.
Work with BME (black and minority ethnic) groups to encourage greater involvement in and use of the Forest, maximising opportunities for working with BEN (the Black Environment Network) on its Rainbow Scheme.	Approach changed during the year Worked with BEN on their national lottery bid which was unsuccessful. Access to Nature funding bid being explored with Natural England and other partners. At least 15% of participants in community programmes are from minority communities.
13,000 people to participate in Forest-related events.	Exceeded 21,043. (This includes people taking part in tree planting, dance, singing, willow sculpture, community festivals, conservation volunteering, green healthy

	activity and educational activities).
33,000 children to participate in environmental educational visits to the Forest.	Exceeded More than 38,000 children visited the main visitors centres and c2,000 took part in further activity.
Implementation of the fourth year's action plan associated with Tourism Strategy 2004 - 2009.	Achieved

Key Objective 4: Organisation and strategy	
Objective: To ensure that change is anticipated and negotiated successfully.	
Targets	Progress
Resolution of the State Aid issue, securing approval of a new largescale land conversion scheme	Achieved April 08
Preparation for the mid National Forest Strategy review, in the context of the outcome of the Comprehensive Spending Review.	Achieved
Launch of Sustainable Development report and follow through internally and with partners.	Exceeded Catalysed bird survey work; stimulated further commitment to sustainable tourism; secured national SD UK prize.
Further development of income generating mechanisms and a long term fundraising approach.	In progress Recruitment delays affected rate of progress but businesses broadened their range of sponsorship.
Implementation of year 2 of the Partnerships and Funding Strategy and the identification of future new partnership opportunities.	Achieved Funding secured for Rosliston Forestry Centre, Conkers Trail, land acquisition and urban projects.
Further engagement with and income generation from businesses, particularly to meet carbon and climate change agendas.	Achieved £65,000 of sponsorship income received during the year.
A national leadership role achieved in relation to UK woodlands' contribution to the carbon and climate change debate.	In progress NFC joined with other forestry organisations to respond to Government on voluntary carbon offsetting and to support FC work on climate change.
Implementation of the new Marketing and Communications Strategy including monitoring and evaluation of activity.	Achieved Communications programme with key target audiences of politicians/public sector, including Defra; community and interest groups; landowners, farmers and agents; businesses; and visitors/tourists fulfilled and evaluated.

Deployment of resources 2007/08

- 1.26 Grant in aid for 2007/08 was originally set at £3.7million but pressures on Defra's budgets led to in-year reductions being applied across the Department and its sponsored bodies. The NFC's budget was reduced by 9.5% to £3.35 million for the second consecutive year. (In 2006/07 the budget was reduced by 8.1%, from £3.7 million to £3.4 million). As a consequence the Forest creation target for 2007/08, originally set at 200ha, was reduced to a range of 185- 190ha and the associated target for the creation and/or bringing into management of nature conservation sites was revised from 40ha to 35ha.
- 1.27 The table below summarises how grant in aid received in 2007/08 was spent compared with budgets agreed by the Board and with actual expenditure in the previous year.

	2006/07 Actuals	2007/08 Budget	2007/08 Actuals
	£	£	£
Grant in Aid from Defra	3,400,000	3,350,000	3,350,000
<i>Running Costs:</i>			
Pay	788,798	849,000	809,585
Non-Pay	312,865	332,929	326,389
Sub Total	1,101,663	1,181,929*	1,135,974
<i>Programme Expenditure:</i>			
Tender Scheme	2,026,042	656,300	657,829
Land Acquisition and site development	126,123	664,236	813,584
Programme Development Fund	141,101	840,000	632,236
Research	29,421	75,000	77,271
Sub Total	2,293,266	2,235,536*	2,180,920
Total Expenditure from grant in aid	3,394,929	3,417,465*	3,316,894
<i>Non GIA Income:</i>			
Donations and sponsorship	147,707		87,552
Heritage Lottery Fund - LANDshapes	158,500		0
Emda - Visitor infrastructure Project	319,300		244,637
Other grants	225,000		525,692
Other non GIA income	88,679		358,416
Total non GIA income	939,186		1,216,297
Staff complement	16.5	17.5	17.5

* After allowing for the in-year reduction to grant in aid, the budget allocation for 2007/08 was divided between running costs of £1.14 million and programme expenditure of £2.21 million. To this is added balances carried forward from 2006/07 i.e. running costs of £41,929 and programme expenditure of £25,536.

Review of income and expenditure

(a) Running Costs

- 1.28 Actual running costs expenditure during the year of £1,135,974 compares with an available spend of £1,181,929.
- 1.29 As in previous years, staff costs account for over 70% of running costs. The staff costs budget for 2007/08 allowed for the reintroduction to the complement of a senior fundraising post. This was approved by the Board with the aim of capitalising on business and public interest in engaging with the Forest's creation. However, no suitable candidate emerged from first interviews and it was necessary to re-advertise the post. An appointment has now been made with the successful applicant taking up the post in May. The delay in appointing a fundraiser, together with a long term vacancy for a Forest Development Manager post, accounts for the underspend against the staff costs budget.
- 1.30 Staff costs also include the remuneration of Non-Executive Directors. Salaries and out of pocket expenses of Non-Executive Directors cost the NFC c£50,000 per annum which represents exceptional value when considering the skills and experience that they bring to the Company.
- 1.31 Non-pay running costs have remained reasonably constant over recent years at c£320,000–£340,000 per annum. Over half of these costs are non-discretionary e.g. accommodation. The Company has, through effective procurement, managed to absorb inflationary increases and continually strives to seek best value from goods and services acquired. This was illustrated in 2007/08 by negotiations with the landlord over a new lease for the offices. The Company has over the years been able to negotiate favourable terms with annual rental payable in recent years being lower than first paid when the Company moved into the offices in 1996. The increase applied in 2007 was restricted to 3% and the charge payable of £7.75 per square foot is below market rates and still lower than that paid in 1996.

(b) Programme Expenditure

- 1.32 Actual programme expenditure during the year of £2,180,920 compares with an available spend of £2,235,536. Programme expenditure comprises:
- (i) *National Forest Tender Scheme*
- 1.33 The Tender Scheme was suspended in 2006 but commitments remain in the form of second stage payments falling due in future years. In 2007/08 these commitments totalled £656,300 and there remains £1,629,313 that will fall due between 2008/09 and 2012/13.
- (ii) *Land Acquisition and site development*
- 1.34 During a year with no major woodland creation mechanism in place to succeed the Tender Scheme, the Company has devoted greater effort and resources to land acquisition. Operating in accordance with the Land Acquisition Policy agreed with Defra, the Company has acquired or supported the acquisition of 52ha which accounts for nearly half of the new Forest creation secured during the year. Working in partnership with businesses and individuals, this has involved the NFC acquiring sites for forest creation that can be developed with partners to meet their needs for community tree planting and for reducing their carbon footprint. Acquisitions have also included land where the

freehold is vested in the Secretary of State and responsibility for the land transfers to Forest Enterprises; and the awarding of grants towards acquisitions by third parties whose aims and objectives match those set out in the National Forest Strategy.

1.35 Throughout the year the Company has strived to utilise funds to best effect. As reported above, the year has seen the introduction of new small scale planting mechanisms and initiatives such as the urban programme. With the level of interest in new schemes difficult to gauge and the progressing of new initiatives being largely dependent upon the engagement of various partner organisations, the NFC Board has closely monitored activity and expenditure via reports presented to each Board meeting. Inevitably the funds needed for the various activities were difficult to predict and therefore the Board agreed to the need for flexibility in-year as to how funds were used. As a consequence and to enable opportunities to be pursued as they arose, additional funding was transferred during the year to the land acquisition budget. A significant benefit derived from the increased activity surrounding land acquisition and development of sites was that the Company was able to secure around £0.5 million grant support from public sector partners. In addition, much valued financial support was provided by the Forestry Commission.

1.36 The Company's land dealings are summarised in the 'Annual Review of Land Holdings' paper agreed by the NFC Board and attached as Appendix 1.

(iii) *Programme Development Fund (PDF)*

1.37 The proven and established threads of the PDF were once again well taken up by partners. These included grants aimed at securing community engagement in Forest events and activities; the 'Tree for All' initiative with the Woodland Trust; access and nature conservation projects; grants aimed at further developing the growing woodland economy; site development grants; and grants to various partner organisations that help deliver National Forest Strategy objectives. The size of the Company dictates that in order to meet its wide ranging objectives and targets it is necessary to utilise the resources of other organisations. This is done via management/service level agreements with organisations such as the British Trust for Conservation Volunteers (BTCV) and Groundwork. 2007/08 has seen greater financial resources directed to support community based and other partner activity with grants totalling £240,030 being awarded, nearly double that of recent years. In many cases the financial support provide by the Company helps lever in other financial contributions: the total value of projects supported during the year was approaching £4 million.

1.38 Also included under this heading is expenditure on other initiatives such as the urban programme and work to assist the further development of access and sustainable tourism across the Forest area, important elements of the National Forest Strategy. The biggest grant included within this year's expenditure is £300,000 awarded to the Heart of the National Forest Foundation towards the development of the Conkers Circuit. This £1 million project has already secured private sector sponsorship support and is expected to attract c£600,000 grant from the emda sub-regional partnership in Leicestershire.

(iv) *Research*

1.39 The relatively small research budget has been utilised across a range of small value contracts. These include the state of the forest work mentioned above, an aerial photography survey revealing hitherto unknown planting and visitor experience and awareness surveys.

(c) Non grant in aid income

- 1.40 Non-grant in aid income received during 2007/08 exceeded £1.2 million, being 30% more than such receipts in the previous year and the highest annual total since the NFC was established in 1995.
- 1.41 Over £0.5m was received in grants towards land acquisitions, site development and research projects, of which 90% came from emda. In addition, the year saw the completion of the Visitor Infrastructure Project funded by emda. Over the last two years emda has contributed £564,000 to this project which has seen the installation of interpretation material and gateway furniture features at key attractions in the East Midlands part of the Forest and at locations such as motorway services adjacent to the Forest boundary. Confirmation has been received from Advantage West Midlands that funding has been allocated to extend the project into the West Midlands part of the Forest in 2008/09.
- 1.42 Other income received during the year included monies received from the disposal of land holdings, much valued financial support of over £185,000 from the Forestry Commission towards land acquisitions and site development costs and over £50,000 was from Section 106 Agreements.
- 1.43 Donations and sponsorship income received during 2007/08 totalled £87,552 compared with £147,707 in the previous year, the difference being largely attributed to a legacy of c£48,000 received in 2006/07.

Examples of leverage achieved 2007/08		
	NFC contribution	Total cost of project(s)
	£'000	£'000
Development of the Conkers Circuit	300	1,000
Improvements at Rosliston Forestry Centre	50	650
Land purchase Moira, Donisthorpe and Shortheath	75	255
Land purchase Hicks Lodge	170	470
Grant towards purchase of land at Holly Hayes	65	200
Programme Development Fund	240	1,070

CHAPTER 2

CONTEXT AND ACTIVITY 2008/09 – 2010/11

Context and outline of activity

- 2.1 At the beginning of the new financial year, woodland cover stands at almost 18%, more than half way towards the target of around one third. Many of the young woodlands are established parts of the landscape and in increasing areas of the Forest the scale of landscape change is evident. Against our biodiversity action plan, there is evidence that new habitats created are increasing bird populations, an indication of wider habitat improvement. The tourism offer of the Forest is well recognised regionally with partner investment over recent years resulting in substantial, jointly funded projects. The National Forest Company also has a growing leadership role in relation to sustainable development at a time when growth could challenge the green infrastructure of The National Forest achieved to date.
- 2.2 The National Forest Company is responding to the challenges of climate change: the scale of the landscape transformation will result in greater resilience for the Forest's ecosystems. The National Forest Company follows national guidance on forestry practice for climate change adaptation. In relation to mitigation, the carbon sequestration achieved by trees in The National Forest has been calculated and is used by companies wanting to reduce their carbon footprint through forest creation. The National Forest Company is working with other forestry organisations to develop a national approach to domestic forestry and climate change and its leadership role is demonstrated by the link to climate change within many of the actions listed below.
- 2.3 Achieving significant planting is likely to be challenging in 2008/09 and possibly for the coming few years, due to high land and arable prices and landowners assessing the implications and opportunities of the new RDPE. Indeed, the Company's ability to achieve significant Forest creation in the prevailing circumstances has been allocated the highest risk score in the Company's 2008/09 Risk Register.
- 2.4 In this context, a Forest creation target in the range 150 – 200ha is seen as being realistic whilst, representing a modest increase on 2007/08. Non agricultural landowners may come forward through the Changing Landscapes Scheme (CLS) to be introduced in 2008/09 but the extent to which this will achieve large scale planting is unknown. The wider economic slowdown may affect investor confidence, including lifestyle landowners who may otherwise consider planting. There may, however, be pent up interest in the CLS given the absence of the Tender Scheme and it will be promoted vigorously amongst a wide range of landowners. Alongside the CLS, a range of other Forest creation mechanisms will be explored and, where appropriate, developed. The Company will be forward thinking in terms of forest creation, learning from other projects and continuing its research into habitat connectivity.
- 2.5 Forest creation will also be pursued actively through land acquisition. Acquisitions will continue to be assessed against an independent valuation and the value to the Forest in terms of landscape and other benefits. The Company acts responsibly in the market, in accordance with the Forest Strategy and the Company's policy on land acquisition agreed with Defra. This may include strategic purchases for land assembly and for nature conservation. No geographic area of the Forest will be excluded in principle, but lighter planting and a conservation-orientated approach will continue to

be appropriate in more wooded or sensitive locations. Full consideration will continue to be given to the contribution of each acquisition to the whole Forest and the local landscape.

- 2.6 The external environment and the transition to a new scheme requiring sustained marketing with landowners were key influencers when determining the proposed target range for Forest creation. As well as significant resource going into the introduction of CLS and pursuing land acquisition, programmes initiated in 2007/08 will continue. Small scale planting schemes will continue to contribute to Forest creation and specific projects in the Forest's urban areas will contribute to greening, community engagement and ensuring that the Forest is relevant to its centres of population.
- 2.7 The management of existing woodland, clearly increasingly important as the Forest expands and a key part of forest creation, will have more prominence than ever. Supporting this, continued investment with partners in the woodland economy and woodfuel for sustainable management will reflect the thrust of England's Trees, Woods and Forests Strategy.
- 2.8 Major infrastructure projects which build the sense of place of The National Forest, such as the long distance trail and Conkers Circuit, will be developed alongside significant work progressed in 2007/08 on building awareness of the Forest and promoting sustainable tourism.
- 2.9 Threading through all this activity will be the pursuit of best practice and the consolidation of The National Forest's position as a national exemplar. This builds on the achievement of the SD UK national award for sustainability in 2008.
- 2.10 The Mid Strategy Review, undertaken with partners, will, by March 2009, set out how the Forest will continue to be created, in all its dimensions, to 2014. This will include consideration of governance, resources and working arrangements.

1. Forest Creation

Objective: To secure further Forest creation, contributing to the delivery of targets contained in the Forest Strategy 2004 – 2014 and the Biodiversity Action Plan.

- Achieve 150 – 200ha of new Forest creation and 50ha of nature conservation sites.
- Pursue land acquisition opportunities.
- Introduce and promote the Changing Landscapes Scheme (CLS). **Launch in time for the planting season winter 2008/09.**

2. Forest quality and sustainable management

Objective: To achieve a high quality, sustainable National Forest.

- Re-establish a National Forest woodland owners group for marketing, networking and promoting good practice. **Two meetings to be held in 2008/09.**
- Recognising the emphasis in national strategy on woodland management, work closely with the Forestry Commission on the targeting of existing woodland in need of management. **Agree a joint**

approach by December 2008.

- Use an NFC site to demonstrate best practice in the management and improvement of young woodlands and interpret it to visitors. **March 2009.**
- Take forward findings from State of the Forest surveys, including those in relation to squirrel and deer management and tree health, providing advice to landowners on good practice. **Hold a dissemination / advice event on squirrels and develop an action plan by December 2008.**
- Complete a Forest-wide bird survey with British Trust for Ornithology, reflecting the findings of the sustainable development exemplar report 2007. **Complete by March 2009.**
- Research community perceptions, as part of the mid strategy review and reflecting the findings of the sustainable development exemplar report 2007. **Complete by March 2009.**

3. Climate Change

Objective: To demonstrate a leadership role in responding to climate change, both in forest creation practice and in work with other forestry organisations to develop a national approach to domestic forestry and climate change.

- Contribute to best practice in forestry for climate change adaptation and mitigation, and help develop a clearer national policy.
- Undertake habitat creation and management to promote a resilient landscape, including piloting habitat connectivity, for a resilient landscape. **Identify an area in which to pilot habitat connectivity with partners by March 2009.**
- With FC, continue to build the demand for woodfuel, as part of the East Midlands pathfinder programme and through work with local authorities and other partners promote its use as fossil fuel substitution and an incentive for woodland management. **Progress feasibility studies already undertaken and gain new commitments to installations.**
- Continue to monitor the efficiency and sustainable practice of the National Forest Company and where possible reduce its carbon footprint. **Review options for further improvements to the Company's sustainability practice.**

4. Sustainable economic development

Objective: To realise the economic potential of the Forest, building on its environmental foundations, and to consolidate the sustainable development achieved to date.

- Take a leadership role on development proposals which impact on the sustainability of the Forest, including promoting green infrastructure within Growth Point proposals, working towards the production of a growth and design framework across the Forest. **Promote an NFC position statement on development in The National Forest, in the context of the growth points, and make progress towards a framework with partners.**

- With partners, develop the next phase of the woodland economy, linking forestry-based and sustainable tourism businesses. **Revised action plan by end of September 2008.**
- Continue to develop The National Forest as a sustainable tourism destination, including the development and promotion of short breaks. **Complete Visitor Infrastructure Project in the West Midlands and develop short breaks with Destination Management Partnerships.**
- Work with Leicestershire County Council to deliver a successful fourth National Forest Wood Fair, promoting Forest-based businesses. **85 exhibitors of which 30 are fee paying and 3,500 visitors.**

5. Access, participation and learning

Objective: To make further improvements to access and participation in the Forest, broadening the range of people using and enjoying it.

- Achieve 125 – 185ha of new or planned public access. (This is lower than the 2007/08 achievement as it is dependent on known access coming forward from site restorations and previous years' acquisitions and on an estimate of likely access from CLS, which is assumed to be modest in the scheme's first year).
- Develop partnership and funding opportunities, and engage landowners, to progress the long distance trail, Conkers Circuit and, subject to the outcome of an options study, a mountain bike trail. **Implementation plan for long distance trail by March 2009.**
- Update the National Forest walks and Access for All packs. **Publication by March 2009.**
- Instigate a review and update of signage/interpretation within the Heart of the Forest Park with the Heart of the National Forest Foundation.
- Engage 20,000 people* in Forest related events commissioned by NFC and 40,000 children in environmental education visits to the Forest, with a particular focus on minority and disadvantaged communities.

* This figure is dependent on budget (with more resource available in 2007/08 than in 2008/09) and it is not expected that it will necessarily increase year on year, particularly with an increasing focus on minority and disadvantaged communities, which require more resource to engage.

6. Leadership, organisation and efficiency

Objective: To further develop funding streams, maximising resources for Forest creation and ensuring that operations are effective, efficient and fit for purpose.

- Through a mid term review of the ten year strategy 2004 – 2014, including governance, resources and working arrangements, achieve a shared commitment with Defra and partners to the implementation of the strategy to 2014. **Launch a delivery plan to 2014 by March 2009.**
- Further engage businesses and individuals in the Forest's creation and continue to diversify and increase funding sources and programmes for Forest creation and management. **Action plan with targets by October 2008.**

- Build on the national exemplar status of The National Forest by continuing to exercise leadership with other organisations on forestry and landscape issues, by promoting the Forest's role in implementing the European Landscape Convention. **National Forest included as an ELC case study by March 2009.**
- Implement the annual action plan associated with the three year Marketing & Communications Strategy 2007 – 2010.

Deployment of resources 2008/09

2.11 Following the Comprehensive Spending Review, the Company welcomes confirmation from Defra that grant in aid for 2008/09 is to be £3.6 million. Indicative allocations for 2009/10 and 2010/11 are expected to be confirmed in August 2008.

Budgets for 2008/09

2.12 The NFC Board agreed that the £3.6 million grant in aid allocation for 2008/09 should be divided between running costs of £1.209 million, an increase of £19,000 (i.e. 1.6%) compared with the original budget approved for 2007/08, and programme expenditure of £2.391 million.

(a) Running costs

2.13 The staff costs budget of £865,000 accounts for 71.5% of the proposed running costs budget. This represents a £16,000 (i.e. 1.9%) increase compared with the previous year. This assumes that the staff complement remains basically unchanged from that agreed for 2007/08 which includes the Head of Fundraising appointment. A saving will arise from the decision taken to combine a Marketing Officer post with the post providing PA support to the Chief Executive and NFC Board. The saving arising from this will not, however, be secured whilst maternity leave is being covered. The staff complement is viewed by the Board as the minimum necessary to enable the Company to meet its objectives as set out in this Corporate Plan. There is, however, an expectation that the costs of the senior fundraising post will be more than matched by income that the officer will generate.

2.14 Non-pay running costs for 2008/09 total £344,000 compared with the original budget set for 2007/08 of £341,000. This is despite the budget including exceptional items such costs associated with the Mid Strategy Review (production of a Delivery Plan for 2009 – 2014 and Forest Forum in March 2009 at which the plan will be launched), production of a new Forest walks pack and purchase of a new file server. Once again good procurement practice will be adopted to secure value. The Company has a timetable for reviewing and where necessary tendering for goods and services. 2008/09 has already seen savings secured from a review of its bought-in IT services and a competitive tendering exercise is underway for the provision of internal audit services.

2.15 Efficiency would be further improved if the Company was provided with a link to the Defra intranet, particularly as the NFC's terms and conditions of employment remain analogous to those of the

Department and therefore such a link would enable the Company to keep abreast of changes that apply to its own personnel. The benefits to be derived have been repeatedly acknowledged by the Department over recent years and despite some positive dialogue over recent months there is still no indication as to when the link will be provided.

(b) Programme Expenditure

- 2.16 The NFC Board has agreed that, as in 2007/08, there will be a need for in-year flexibility as to how the programme expenditure budget is utilised. The only firm commitment is second stage payments falling due in respect of the Tender Scheme which total c£440,000. This leaves a balance of c£1,951,000, excluding grant in aid carried forward, to be divided between the other elements of programme expenditure.
- 2.17 Utilisation of the programme expenditure budget will be geared towards the achievement of the headline target range for Forest creation of 150 - 200ha. Assuming that mineral/derelict land restoration, small scale planting schemes and other means contribute c60ha then 90 - 140ha needs to be secured through the new Changing Landscapes Scheme (CLS) and land acquisitions if the target range is to be achieved. The attractiveness of the CLS to landowners and likely take up is impossible to gauge. The scheme, which will be proactively promoted, could deliver around 40ha of new Forest creation. Assuming an average first year cost to the NFC of £6,000 per hectare this would cost £240,000.
- 2.18 Allowing for the above assumptions, this would mean that 50 - 100ha would need to be secured via land acquisitions if the target range is to be achieved. At an average purchase price of £15,000 per hectare, and after allowing £200,000 to cover site development, management and professional costs/fees, a land acquisition budget of £0.95 million - £1.5 million would be needed.
- 2.19 Alongside the introduction of CLS it is proposed that the small scale planting schemes introduced in 2007/08 will continue and therefore a budget allocation of c£50,000 will be required. The established components of the Programme Development Fund as referred to in Chapter 1 paragraph 1.37 will continue with a proposed funding level of £200,000, which represents a £40,000 reduction compared with the original budget agreed for 2007/08 but an increase on earlier years. The importance of allocating funding to instigate or support major projects was evident in 2007/08 with the Company's contribution being key to the leverage of significant funds from partners. This will once again be the case in 2008/09, particularly in relation to the developing woodland economy and the further development of key sites such as Rosliston Forestry Centre and therefore a budget of £100,000 has been allocated. Finally, it is proposed that the research budget that in the coming year will include a largescale bird survey remains unchanged at £70,000. The total of these strands is £420,000.
- 2.20 Applying the above assumptions, indicative budgets needed for 2008/09 to secure the target range of 150 - 200ha of Forest creation would be:

		£'000		£'000
CLS		240		240
Land Acquisition/site development	50ha	950	100ha	1,500
Tender Scheme		440		440
PDF/research/projects/small scale schemes		420		420
Total		2,050		2,600

- 2.21 The Company will strive to achieve the upper target of 200ha. To do this, based on the above assumptions, would require a budget of £2.6 million which exceeds the available budget of £2.391 million. A contribution of over £200,000 would therefore be required from external funding sources.
- 2.22 The system of budgetary control operated within the Company will ensure that there is no overspend on the overall programme expenditure budget. At the time of judging the first round of CLS, information will be provided to the Board on the budget allocation which will be determined by the then known interest in the scheme. In the meantime, funding required for land acquisitions will be determined by opportunities that arise and be controlled via the agreed policy and established procedures.
- 2.23 The Company will continue to be proactive in securing funds from public and private partners to support its aspirations, building on its impressive record of leverage.

2009/10

- 2.24 This year will see implementation of the findings from the Mid Strategy Review which will shape activity in many areas of the work and organisation of the Company. The new suite of Forest creation approaches will become established and infrastructure and capital projects will continue to be developed to maintain and promote the Forest as a high quality area in which to live and a sustainable visitor destination.
- 2.25 The national exemplar role of the Forest will continue to be developed and promoted and the sustainable management of the Forest through landowners and others will be a priority.
- a) Maintain, develop and demonstrate The National Forest's profile as a national exemplar on landscape change, climate change and other policy areas, consolidating its role as a UK exemplar of the European Landscape Convention.
 - b) Review and develop the CLS after the first year of operation.
 - c) Pilot the first area for habitat connectivity.

- d) Consolidate the Company's approach to landowner engagement in forest quality and sustainable management.
- e) Begin to implement the long distance trail and take forward the mountain bike circuit.
- f) Develop the next phase of investments in sustainable tourism (including the Ashby Canal) and the woodland economy.
- g) Produce a statement on principles for sustainable transport in The National Forest.
- h) Update any monitoring arising out of the sustainable development exemplar report 2007.
- i) Consolidate work on developing the diversity of populations visiting and enjoying the Forest and respond to findings on community perceptions gained in 2008.
- j) Implement the first full year of a fundraising strategy.
- k) Implement any findings of the MSR on governance and organisation.

2010/11

2.26 This will be a year when Forest creation mechanisms will be well established and the next round of capital projects underway. The role of the Company in disseminating its learning nationally will be established. Longer term funding opportunities will be coming on stream. Partnerships taken forward following the MSR will be bringing forward new activity.

- a) Continue to prioritise Forest creation, management and sustainability.
- b) Continue the long distance trail and possibly mountain bike circuit, pending funding.
- c) Support the development of funding and project implementation for the Ashby Canal
- d) Implement a signage and interpretation project in the Heart of Forest
- e) Review urban programme
- f) Implement the first year of a new marketing and communications strategy.
- g) Prepare for the next CSR period.
- h) Prioritise long term funding beyond grant in aid.

Table 1 – 1A Cumulative Schedule of Land Holdings

 Sites transferred
 FC partnership sites
 Land held by NFC
 Sites purchased in 2007/08

Site	Size (ha)	Date Purchased	Cost £000	Partner funds - inc. development	Development Status	Management Arrangements	Exit Strategy	Comments
1) Paget Farm, Ibstock	15	09/1999	80	Nil	Completed	Ibstock Parish Council	Local authority	Sold to NWLDC in March 2001 now owned by Ibstock PC.
2) Heather	12	09/1999	66	STW Donors	Completed	FC	FC	Certification achieved. Area managed for coppice.
3) Lountwood	82	02/2000	520	FC £210,000 Jaguar £50,000	Completed.	FC	FC.	Strong partnership with Jaguar and FC based on research (walnuts) community and PR.
4) Croxall	60	08/2000	200	STW £60,000 LTC £86,250 EA £30,000	Completed.	Wetland, grazing and other conservation	Sold to SWT, CHADS and adjoining landowner	Site now established as a nature conservation gateway, complementing the National Memorial Arboretum
5) Willesley	66	03/2001	420	FC £210,000 emda £20,000 LCC £5,000	Completed.	FC	FC.	Links with land at Hicks Lodge to form planned 140ha country park
6) Seale Lodge	19	04/2001	130	FC £100,000 Emda £20,000	Completed	FC	FC.	Coppice with standards demonstration site.
7) Kelham Bridge	8.2	07/2001	nominal	STW £85,000 LCC £20,000 EA £25,000	Completed	LRWT	Leics & Rutland Wildlife Trust.	Conservation site, volunteer management. Adjoins 26.9 ha FC site.
8) Eastern Old Parks	34	Mar 2002	220	FC 150,000 Sponsor 75,000	Completed.	FC	FC.	Site completed.
9) Scaddows Lane	11.8	Feb 2002	76.8	Nil	Completed.	Landowner	Sold to adjoining landowner	Site now fully planted as oak woodland.
10) Willesley	16.6	Mar 2002	95	Nil	Completed	Woodland Trust	Woodland Trust	Part of larger Woodland Trust flagship site
11) Bosworth Rd, Measham	11.3	Sept 2002	90	Nil	Completed	LCC	LCC	Community woodland and Ashby Canal site

Table 1 – 1A Cumulative Schedule of Land Holdings

 Sites transferred
 FC partnership sites
 Land held by NFC
 Sites purchased in 2007/08

Site	Size (ha)	Date Purchased	Cost £000	Partner funds - inc. development	Development Status	Management Arrangements	Exit Strategy	Comments
12) Staunton Harold - (Bignalls Wood)	29.0	March 2003	320	FC £150,000 A&L £100,000	Completed	FC	FC	Adjoins Lountwood and Eastern Old Parks. Includes A&L Maple Woodland and donor planting.
13) Castle Gresley	25.0	March 2003	125	FC (£65,000) RSACartridge World £60,000	Completed	FC	Freehold with FC	Includes RSA Fellows/ Cartridge World Wood and Tree 4 All.
14) Swannymote Wood	22.7	March 2005	178	EMA £30,000 Ewgs claimed	Planting from November 2006	Short term Farm Business Tenancy	Retain by NFC	Substantially complete
15) Nailstone	8.0	March 2005	68	Nil	Planting from 2005	Short term Farm Business Tenancy	Sold to Fountain Forestry for £21,000	Planting completed
16) Melbourne	26.9	May 2005	240	DDEP £50,000 Lafarge 50,000 Emda £25,000	In progress	NFC	NFC retain	Under development by NFC as Gateway site
17) Brankley Farm	41.2	March 2006	305	SWT £75,000	In progress	SWT/NFC	SWT	Acquired and developed by SWT for conservation use.
18) Botany Bay	38.9	March 2006	360	WT £90,000	Complete	WT/NFC	WT	Acquired by WT for woodland, conservation and grazing
19) Ibstock	3.0	March 2006	24.35	Nil, but ewgs claimed	Complete	NFC	NFC	To be retained by NFC in short term
20) Albert Village/Moira	61	March 2007	450	LSEP £450,000 Lloyds £40,000 NWL £48,000	Pick Triangle and Albert Village largely complete	Grazing license for summer 2008 on part	HNFF	Design and consultation during summer 2008 for remainder of site
21) Moira, Donisthorpe & Shortheath	11.3	September 2007	245	Emda £135,000 NWLDC £30,000 SDDC £20,000	Moira & Shortheath completed	NFC	NFC, HNFF & LCC	Donisthorpe site to be planted November 2008

Table1B Sites acquired for FC under revised procedure (2004 onwards)

Site	Size (ha)	Date Purchased	Cost £000	Partners (£ contribution)	Development Status	Management Arrangements	Exit Strategy	Comments
i) Swainspark Wood	11.2	March 2004	25		Management plan in place	FC	FC	Existing woodland under management
ii) Kelham Bridge	26.9	March 2004	90	FC 47,000	Completed	FC	FC	Development complete
iii) Rosliston	11.8	April 2005	115	Nil	Completed	FC	FC	Community woodland, includes T4All & Plant a Tree
iv) Ibstock/ Sence Valley	10.8	March 2006	87.65	Nil	Completed	FC	FC	Extension to Sence Valley; Community/donor planting.
v) Hartshorne	32.0	Mar, May July 2007	325	FC 75,000	Pending	FC	FC	Design and consultation planned for summer 2008
vi) Hicks Lodge	87 gross	December 2007	440	Emda £235,000 FC £65,000	Site infrastructure 2008 (with more emda funding)	FC	FC	Grazing subject to tenancy until 2010. Site will open fully thereafter

Table1C Grant Aid to Partners for Acquisition

Site	Size (ha)	Date Purchased	Cost £000	Partners (£ contribution)	Development Status	Management Arrangements	Exit Strategy	Comments
A) Hill Hole, Markfield	8	Jan 2002	15 (NFC)	Emda £75,000 HBBC £1,500	Completed	HBBC	N/A	HBBC purchased land for conservation purposes.
B) Slackey Lane, Moira	8.1	Sept 2003	63.75 (NFC)	HNFF £21,250	Under design	HNFF	N/A	Youth Hostel and campsite in woodland setting.
C) Holly Hayes	10.4	March 2008	65	Emda £65,000	Commencing summer 2008	Friends of Holly Hayes	N/A	Woodland based social enterprise (22.0ha overall, including area of

								existing mature woodland).
D) Measham	8.74	March 2008	130	See comments	Pending	LCC	N/A	Land assembly by LCC for canal restoration, supported by £900k from emda

EA – Environment Agency
FC – Forestry Commission
SWT – Staffordshire Wildlife Trust
RSA – Royal Society of Arts

LRWT – Leicestershire & Rutland Wildlife Trust
LCC – Leicestershire County Council
HNFF – Heart of The National Forest Foundation
DDEP – Derby and Derbyshire Economic Partnership

NWLDC – North West Leicestershire District Council
HBBC – Hinckley and Bosworth Borough Council
A&L – Alliance & Leicester
LSEP Leicester Shire Economic Partnership

WT – Woodland Trust
STW – Severn Trent Water
FE – Forest Enterprise
Ewgs - England woodland grant scheme

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