



Forestry Commission Scotland
Coimisean na Coilltearachd Alba

Forest Enterprise Scotland

Your Guide to our
Corporate Plan 2014–15

Healthy >
Productive >
Treasured >
Accessible >
Cared for >
Good Value >

www.forestry.gov.uk/scotland

FES Corporate Plan – Commitments for 2014-15

Forestry Commission Scotland (FCS) serves as part of the Scottish Government's Environment and Forestry Directorate and is responsible to Scottish Ministers. Forest Enterprise Scotland (FES) is an agency of Forestry Commission Scotland charged with managing the National Forest Estate (NFE).

This document lays out how FES will help implement the FCS 2012-2015 Corporate Plan during 2014-15. The format is different from the FCS Corporate Plan, but we do show how our actions support the eight FCS work programmes. The FES commitments for 2014-15 are aligned to the themes of the recently revised strategic directions for the NFE 2013-2015 (www.forestry.gov.uk/strategicdirections) and through this, link to the Scottish Government Performance Framework:

Healthy: achieving good environmental and silvicultural condition in a changing climate;

Productive: providing sustainable economic benefits from the land;

Treasured: as a multi-purpose resource that sustains livelihoods, improves quality of life, and offers involvement and enjoyment;

Accessible: local woodlands and national treasures that are well promoted, welcoming and open for all;

Cared for: working with nature and respecting landscapes, natural and cultural heritage; and

Good value: exemplary, effective and efficient delivery of public benefits.

Our financial resources

Our agreed budget for 2014/15 to deliver these actions is:

	2014/15 FES Budget £000s
Timber Income	-59,700
Timber Expenditure	27,500
Renewables Income	-9,700
Renewables Expenditure	1,700
Other Income	-4,300
Other Expenditure	40,000
Net Sustainable Forest Management	-4,500
Communities, Recreation and Tourism	12,100
Environment	6,800
Estate Improvements (Roads)	9,500
Management Services	0
Capital	1,100
Depreciation	-3,300
Forestry Scotland Funding	-21,700
Sub Total	4,500
Total FES	0
Land - Disposals	-11,500
Acquisitions and associated buildings	5,900
Woodland Creation	2,800
Expenses	1,200
Net Repositioning	-1,600*

* repositioning surplus to FCS



Healthy

Achieving good environmental and silvicultural condition in a changing climate.

We are committed to high quality silviculture and increasingly using alternatives to clear-felling.

In 2014/15 we will:

- Invest over £4.5m in silvicultural improvements;
- Undertake thinning interventions in over 8000 ha of woodland;
- Restock (replant) over 5,400 ha of woodland;
- Maintain certification of the NFE in accordance with the UK Woodland Assurance Standard; and
- Explore how capability may be developed for complex silvicultural stand management.

We are exploring how to best steward the carbon resources locked up in both the trees and soils on the NFE. In 2014/15 we will:

- Undertake a further 8,000 ha of soil surveys; and
- Implement new guidance on replanting on carbon-rich soils across the NFE.

We will help the NFE adapt to climate change and become more resilient to pressure. In 2014/15 we will:

- Determine where climate change adaptation priorities should be significant determinants of species choice and silvicultural technique;
- Implement mitigation strategies for current tree disease threats on the NFE;
- Focus resources on slowing the spread of *Phytophthora ramorum* in larch and making best use of the timber from infected stands;
- In liaison with the processing sector, adjust timber marketing plans to help continuity of supply in the face of tree disease impacts; and
- Use opportunities presented by the removal of diseased tree stands to increase species diversity on the NFE.

Contributes to:

- Industry Development
- Renewable Energy
- More sustainable woodlands
- Natural and Cultural Heritage
- Education and skills
- Urban Forestry
- Community Engagement
- Access, Recreation, Tourism and Health

We are committed to dealing with invasive plants and animals that threaten habitats and biodiversity.

In 2014/15 we will:

- Treat 500 ha of Rhododendron;
- Work with SNH, RSPB and Plantlife to develop a European LIFE funded bid for Atlantic Woods impacted on by Rhododendron; and
- Carry out grey squirrel control against the spread of squirrel pox based on the latest research.





Productive

Providing sustainable economic benefits from the land.

We aim to increase the contribution of the NFE to the economy of Scotland and its regions and recognise the potential of the NFE to assist transition to a low carbon economy. In 2014/15 we will:

- Explore options for the development of further 'in-forest timber haul routes' on the NFE;
- Complete the masterplans at Glentress and Leanachan through the planning process, subsequently exploring commercial tourism development opportunities; and
- Work with the Moorland Forum to establish management objectives and actions for key areas of open ground on the NFE.

We aim to provide at least three million cubic metres of softwood timber every year on a sustainable basis. In 2014/15 we will:

- Market 3.6 million m³ of timber.

We intend to manage at least a quarter of our expanding broadleaved woodlands to produce quality hardwoods and fuelwood. In 2014/15 we will:

- Establish three delivery projects for productive broadleaves focusing on planning, plant supply and silviculture and utilisation; and
- Support staff to implement active hardwood silviculture in target areas across the NFE.

We will market (timber/venison) in ways that encourage value adding and additional jobs in manufacturing and processing, recognising the benefits of contributing to local economic activity, especially in the more fragile rural areas. In 2014/15 we will:

- Assess the potential for stag shooting permissions in the red deer range;
- Include value-added criteria in the scoring of our long-term contracts; and
- Hold at least 3 log shop niche timber sale events.

Contributes to:

- Industry Development
- Renewable Energy
- More sustainable woodlands
- Access, Recreation, Tourism and Health

We will use our work programmes to promote the development of the forestry and land management sectors. In 2014/15 we will:

- Support the Forest Industry Safety Accord in its mission to reduce forestry-related accidents;
- Work with the Association of Deer Management Groups to promote best practice in sustainable deer management; and
- Publish best practice case studies in the conservation of cultural and natural heritage on the NFE.

We plan to increase agricultural use of the NFE where this is consistent with environmental objectives.

In 2014/15 we will:

- Make available 2 starter farms;
- Explore the potential for a deer farm on the NFE; and
- Increase the area of the NFE that is used for livestock grazing.





We aim to realise the renewable energy potential of the NFE whilst achieving a reasonable balance with other objectives. In 2014/15 we will:

- Achieve over 880mw of renewables capacity; and
- Invite expressions of interest for smaller-scale renewable energy developments on the NFE.

We will work with partners to find new ways to harness our natural and cultural heritage and develop the potential for tourism on the NFE. In 2014/15 we will:

- Open the refurbished Queens View visitor centre in Tayside and maximise footfall through a re-launch PR and follow up marketing campaign;
- Work with the 7Stanes Mountain Biking CiC to promote use of the award-winning 7Stanes trails on the NFE;
- Work with the Cairngorms National Park on a tourism strategy for Glenmore and Cairngorm Mountain; and
- Contribute to the Year of Homecoming 2014 through our programme of events and focusing on the improved wildlife viewing opportunities.

We will support the Scottish Government's woodland expansion policy. In 2014/15 we will:

- Provide examples of how new woodlands can be integrated with agriculture and other land uses.



Treasured

As a multi-purpose resource that sustains livelihoods, improves quality of life, and offers involvement and enjoyment.

We want to encourage local people to get involved with using and managing local woodlands that form part of the NFE so we will actively engage with local communities and be open to work in partnership.

In 2014/15 we will:

- Support communities wishing to acquire land that forms part of the NFE through the National Forest Land Scheme;
- Complete the external community engagement health check and consider how best to take forward our delivery of community benefits in line with the Scottish Government's community empowerment agenda;
- Promote direct community engagement with renewable energy in respect of direct community investment; and
- Use the consultation on revised District Strategic Plans to clarify local consultation priorities.

We will continue to use the NFE as a place for volunteering and gaining employment skills.

In 2014/15 we will:

- Provide opportunities for 75 trainees to gain employment skills and experience on the NFE; and
- Support 30 apprenticeships and 8 internships.

We are committed to creating more uniquely special places across the NFE and to delivering benefits to an increasingly diverse range of Scotland's people.

In 2014/15 we will:

- Invest in improvements to the appearance of the NFE within our visitor zones situated close to where people access and make use of the estate;
- Work with Loch Lomond and the Trossachs National Park to encourage volunteering in the Park.
- Use data on protected characteristic groups to inform our consultation priorities; and
- We will review our outreach based on the results obtained from the comprehensive survey of visits made to the NFE in 2013.

Contributes to:

- Education and skills
- Community Engagement

We recognise the value of the NFE as a place for research and development of best practice. In 2014/15 we will:

- Facilitate collaborative research in the National Research Forest in Queen Elizabeth Forest Park;
- Work with other public sector partners to conclude a behavioural psychology study into recreation trail user information needs and use this as a basis for a new trail grading system;
- Work in partnership with SNH and research bodies to find out how red squirrels respond to forestry operations; and
- Work in partnership with SNH to understand the ecology of pine martens in managed forests.





Accessible

Local woodlands and national treasures that are well promoted, welcoming and open for all.

We will continue to invest available resources into high quality facilities that encourage and help visitors experience and enjoy the outdoor environment.

In 2014/15 we will:

- Open the renewed sections of the Great Glen Way and the West Highland Way;
- Collaborate in the construction and opening of the John Muir Way; and
- Launch our new website including completely revised recreation content.

We will continue to encourage use of the NFE for health benefits and outdoor learning. In 2014/15 we will:

- Manage open space around the Forth Valley Royal Hospital as a place for NHS Health Scotland's green exercise programme;
- Facilitate use of the NFE for the Branching Out mental health referral programme; and
- Work with public sector partners in the Environment and Forestry Directorate to improve the delivery of learning materials and opportunities.



Contributes to:

- Urban Forestry
- Access, Recreation, Tourism and Health

Through our Woods In and Around Towns (WIAT) programme we aim to provide more opportunities for more of Scotland's people to enjoy high-quality countryside and find health, education, skills and community involvement benefits. In 2014/15 we will:

- Undertake site remediation and greening at Cuningar Loop, one of Scotland's most significant derelict land sites, adjacent to the Commonwealth Games village;
- Promote newly created urban woodland recreation trails in the 'Commonwealth Woods' on the NFE around greater Glasgow;
- Complete a strategic recreation and access plan for the Kilpatrick Hills on the outskirts of Glasgow;
- Use the repositioning programme to fund opportunities to acquire land for new WIAT woods in priority areas; and
- Increase public awareness of woods we manage in and around Inverness.





Cared for

Working with nature and respecting landscapes, natural and cultural heritage.

We are restoring around 85% of areas on ancient woodland sites to largely native species. The remaining areas will be enhanced through our management.

In 2014/15 we will:

- Undertake conservation work on 700 ha of the NFE to improve the condition of ancient semi-natural woodland and on 500 ha of the estate to help restore ancient woodland sites; and
- We will produce internal guidance for the management of semi-natural woodlands to ensure that our existing ancient and semi-natural woodlands are well cared for.

We aim to increase broadleaved tree cover from the current 8% of woodland cover to around 20%.

In 2014/15 we will:

- Restock and regenerate over 730 ha of broadleaved woodland.

We are committed to maintaining the best open and woodland habitats in good ecological condition.

In 2014/15 we will:

- Achieve at least 90% of notified features on designated sites in favourable or (unfavourable) recovering condition on the NFE;
- Erect 3,900 metres of stock fencing to allow conservation grazing of coastal sand dunes in Morayshire to maintain the vegetation;
- Remove a 100 ha of trees on Flanders Lowland Raised Bog as part of a landscape scale lowland raised bog restoration programme; and
- We will undertake 15,000 ha of open habitat surveys on the estate towards completion by 2019.

We will identify particularly vulnerable species for which the NFE is important and take specific conservation action. In 2014/15 we will:

- Work with Butterfly Conservation Scotland to produce National population indices for pearl-bordered fritillary and chequered skipper;

Contributes to:

- Natural and Cultural Heritage

- Monitor capercaillie, black grouse and red squirrel populations on the NFE;
- Initiate a project to look at the benefits of different types of deadwood for deadwood insects such as beetles and flies;
- Attempt to establish a new population of pine hoverfly in Strathspey;
- Complete a survey of Montane Willow Scrub on the NFE; and
- Publish our list of locally and regionally important species on the NFE.

We safeguard archaeological sites through our planning and management and recognise special places and features with local cultural meaning. In 2014/15 we will:

- Undertake conservation management, condition monitoring and archaeological recording at significant historic assets, focussing in particular on the Iron Age duns of West Argyll; and
- We will publish a booklet 'Archaeology on Scotland's National Forest Estate' that showcases recent historic environment initiatives and reports in line with our Scottish Historic Environment Policy requirements.





Good value

Exemplary, effective and efficient delivery of public benefits.

We will seek a diverse range of income sources to underpin the cost of managing the NFE, and we will continually look for ways to achieve best value in delivery of public benefits. In 2014/15 we will:

- Build our business relationship with Scotland's new coal operators working on the estate and pursue efficient and effective solutions to the legacy of the previous operators;
- Establish a set of business criteria for focusing in-house operational capabilities; and
- Meet our delegated expenditure limits.

We will make progressive reductions in the emissions from our Management activities. In 2014/15 we will:

- Achieve a year on year reduction of our carbon emissions from administrative travel;
- Achieve a year on year reduction of our carbon emissions from FES buildings; and
- We will invest £40k in energy saving from our buildings.

We will continue to invest in the development of our staff and facilities. In 2014/15 we will:

- Implement our Health & Safety Action Plan and Culture Change plan aimed at reducing accidents at work amongst our staff and others that work on the NFE;
- Receive the first intake into our new Talent Management Programme; and
- Make major improvements to our Strontian office and complete the extension of our Torlundy office to host local SNH staff.



Forest Enterprise Scotland is an agency of Forestry Commission Scotland charged with managing the National Forest Estate.

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