

**Objective 1.1 – Conserve and restore heathland
(Committee: Conservation)**

Action	Desired Outcome	Achieved/Progress to October 2012	Further Action required (by whom and by when)
Maintain and restore heathland through annual cycle of tree/scrub clearance, bracken control, grazing by commoners' livestock, controlled burning, mowing and spraying	Have heathland in (sustainable) management by 2016, recognising possibility of cessation of public funding; achieve Favourable Condition by 2016	Heathland management continuing using available techniques; Favourable Condition not achieved on majority of units	Continue liaison with Natural England (NE) regarding achieving Favourable Condition – Conservation Officer (CO). Maintain watching brief on development of European funding - CO
Give notice to public on major proposed works – e.g. scrub and tree clearance – through site and website notices	Consider response regarding proposed works and inform Board of feedback for decision making	Notice of heathland work routinely posted on site; new heathland work sites posted on website and discussed at Conservation Committee	On-going – CO and Chase Rangers
Set up close-herded grazing project with introduction of sheep flock	Assess impact of close-shepherding by 2010 and recommend future of project	Close shepherding terminated (2010) and replaced by electric fenced enclosures	Expand sheep flock and cattle grazing; establish winter base for all animals – CO and Grazing Officer
At appropriate intervals undertake pond and great crested newt populations surveys, like those started in 2007	Establish base-line knowledge of pond biodiversity to assess long-term change and appropriate management needs	Base line established [<i>Survey report on water bodies & Odonata on Ashdown Forest, 2007</i>] Essential management scheduled	Re-assessment to be carried out ca. 2016 - CO
Monitor key heathland species at regular intervals, including those not necessarily rare but of high public appeal	Protect rare and 'appealing' heathland species and guide management options	Annual rare species surveys carried out with appropriate management in place; Summer monthly dormouse and weekly butterfly surveys undertaken. [Results sent to National Dormouse Monitoring Programme & Butterfly Conservation methodology]	On-going – CO/Chase Rangers

Investigate viability of composting arising from heathland management activities building on study done in 2007	Derive income from, and contribute to sustainable use of, by-products of management activities (see also 1.2)	Report completed [<i>Ashdown Forest Green Waste Scoping Study, 2007</i>]	Watching brief to assess changing value of green waste - CO
Report to HLS Panel (with representatives from NE, East Sussex County Council, High Weald Unit) biannually	Ensure that works and plans for heathlands meet targets agreed between the Board and NE	Panel meetings held at irregular intervals (arranged and chaired by NE)	On-going – CO/NE. Panel to be held by end of year.

**Objective 1.2 – Conserve and enhance woodland
(Committee: Conservation)**

Action	Desired Outcome	Achieved/Progress to October 2012	Further Action required (by whom and by when)
Maintain ca 40% cover of woodland	Maintain overall 60:40 ratio of heathland to woodland	Maintained	On-going - CO
Apply for Forestry Commission funding for woodland management through writing a management plan; introduce auditing of woodland management to UKWAS standard	Enhance woodland management and benefits for biodiversity	Woodland Management Plan completed [<i>Management plan for woodland on Ashdown Forest, 2008</i>] UKWAS certification not introduced for various reasons including cost	On-going liaison with Forestry Commission Small grant application where applicable (Woodland Improvement Grant) – CO and Chase Rangers
Maintain ghyll woodland (e.g. deep shade, control of alien species)	Manage ghyll woods to maintain bryophyte biodiversity	Control of alien species (Rhododendron, Himalayan balsam etc)	On-going - CO
Maintain a list of veteran/notable trees (in conjunction with local and national initiatives)	Ensure that trees receive appropriate management, e.g. reduced competition	Baseline established but no further work carried out due to lack of woodland funding other than dangerous tree work	No funding for further work, though all Chase Rangers take a particular interest in 'notable' trees
Continue coppice cycle for Newbridge alder carr and Cackle Street hazel	Enhance biodiversity	Newbridge alder carr coppiced biennially. Hazel not coppiced due to potential deer damage to regrowth	On-going – Chase Ranger / CO
Investigate possibility of temporary deer enclosures to allow woodland regeneration	Have more fully functioning woodland with re-growth from coppice, tree seedling growth and improved ground flora	No enclosures due to lack of funding	Watching brief to identify potential funding sources - CO

**Objective 1.3– Exploit appropriately the woodland resource
(Committee: Conservation)**

Action	Desired Outcome	Achieved/Progress to October 2012	Further Action required (by whom and by when)
Investigate possibility of marketing tree/woodland (by-) products resulting from management activities	Generate income to help support conservation aims	Fire wood sales at Forest record levels.	Watching brief to identify potential markets - CO
Where possible chip arisings from woodland (and heathland) management activities for use at the Forest Centre (and elsewhere locally?)	Have sustainable energy source to heat Forest Centre and elsewhere locally	No significant current market for chips from green waste	Watching brief to identify potential markets - CO
Ensure chestnut coppice rotation in Tabell Ghyll, deer and grey squirrel damage allowing	Have sufficient resources available for making barriers, poles etc. for internal use	No large scale coppicing due to potential damage to regrowth; casual harvesting of chestnut for Forest infrastructure	None required

Objective 1.4 – Improve recognition of landscape quality of Forest and coordinate management with adjacent parts of the High Weald

Action	Desired Outcome	Achieved/Progress to October 2012	Further Action required (by whom and by when)
Document how the unique landscape of today is the product of centuries (or millennia) of human use and that failure to continue a similar use will lead to change	Increase understanding of the anthropic history of the Forest landscape to influence management decisions	See 1.5	See 1.5
Apply management of the Forest with due consideration to adjacent areas acknowledging that landscape is not be constrained within ownership boundaries	'Link' Forest habitats surrounding areas with those of surrounding areas	Continued Liaison with, for example Sussex Wildlife Trust, Ministry of Defence and other landowners.	On-going - CO
Enhance and emphasise the distinctiveness of the Forest landscape by appropriate management of traditional gateways (gates and hatches), roadsides and car parks	Recognise the special nature of the Forest landscape, including qualities such as beauty and wilderness	Consistent signage introduced and maintained.	On-going Chase Rangers

**Objective 1.5 – Identify and conserve the archaeological and garden heritage
(Committee: Conservation)**

Action	Desired Outcome	Achieve/Progress to October 2012	Further Action required (by whom and by when)
Continue identification of above-ground archaeological earthworks and group significant neighbouring features to create Archaeological Sensitive Areas	Produce a catalogue of archaeological features to help ensure their protection, and improve accuracy of ESCC's Historic Environment Record	HLS funded an Archaeological survey in 2010/11. (<i>Ashdown Forest Historic Environment Resource 2011</i>) HLF funded 4 Archaeology Walks leaflets and a short film available on web site and in the Information Barn called "The Archaeology of Ashdown Forest"	Continuing liaison with County Archaeologist – CO.
Write Views about Management to ensure the long-term survival of Forest archaeology. It is important that, for example, management operations designed to protect the heathland are not damaging to the archaeology	Ensure archaeological sites are protected from avoidable damage, by e.g. scrub and tree encroachment and management operations	Views about Management established in above report; interpreted by Chase Rangers on the ground	On-going - Chase Rangers will take protection of archaeology into account in planning works.
Based on horticultural/landscape plan completed in 2007, restore Chelwood Vachery Woodland Garden (see also 2.3) and dredge its lake system	Maintain the heritage value of the Garden, mostly using outside funds and voluntary support	Implementation of maintenance and improvement programme	On-going maintenance e.g. annual ride mowing, Rhododendron control– Chase Ranger / CO

**Objective 1.6 – Help solve problem of increasing Deer Vehicle Collision (DVC) on local roads
(Committee: Roads, Planning and Amenities (RPA))**

Action	Desired Outcome	Achieved/Progress to October 2012	Further Action required (by whom and by when)
Play active part in Ashdown Area Deer Group (with land-owners [e.g. MoD], the Deer Initiative, ESCC, Sussex Police and the British Deer Society), for example supporting the new (2008) Deer Warden Scheme introduced by ESCC	Reduce deer DVC on local roads and staff time/costs spent dealing with them; review policy on culling in line with recommendations from the Deer Group	Significant reduction in DVC in 2011	On-going liaison with Ashdown Area Deer Forum - CO

Objective 1.7 – Recognise external influences on Forest (Committee: Conservation/RPA)			
Action	Desired Outcome	Achieve/Progress to October 2012	Further Action required (by whom and by when)
Respond appropriately and rationally to recognised environmental changes or threats	Reduce the likelihood of loss of the Forest natural resources	Contribution to local planning authority development plans	On-going liaison with local planning authorities – CO/Director/Clerk

Objective 2.1 – Improve public understanding, appreciation and perception of the Forest (Committee: RPA/Forest Centre Development Committee (FCDC))			
Action	Desired Outcome	Achieved/Progress to October 2012	Further Action required (by whom and by when)
When HLF resources are available (2009), develop interpretation and education resources at the Centre, e.g. through modern interactive exhibition, updated walks leaflets, events and activities, and specialist volunteer support	Enhance the Centre as a source of information and increase visitor access to resources	New exhibition and education materials in place 2011. New series of 7 Walks Leaflets published 2011 3 Exhibitions took place in 2011/12	Budget of £7000 (over 10 years) to be put aside for a further 9 yrs to maintain exhibition of which 42.1% comes from HLF.
Explore possibility of developing cost-neutral partnership with external education providers for bringing professional teaching staff on site	Improve use of the Centre by schools and their understanding and enjoyment of the Forest and reduce time commitment by staff	In Partnership with Sussex Wildlife Trust, and use of freelance teachers, 27 schools visited during 2011/12, with 1125 pupils. Administrative systems put in place to reduce office time.	Explore the potential to develop our education offer for older students and adults – seek additional funding - Director.
Replace older car park interpretation panels and investigate potential of mobile phone technology for increasing volume and flexibility of information provision to visitors at low cost	Increase public understanding and enjoyment	New interpretation panels, funded by HLF and donations. Ashdown Forest APP developed and rolled out 2010/11	Replace as required.
Undertake five-yearly surveys of visitors	Improve Board understanding of visitor use and perception of the Forest	Survey undertaken by WDC in 2009	Discuss with WDC the need to undertake a further survey 2012/13 - Director

**Objective 2.2– Enhance the Forest Centre for visitor use
(Committee: FCDC)**

Action	Desired Outcome	Achieved/Progress to October 2012	Further Action required (by whom and by when)
Begin implementation of the Hurst Concept, including developing a funding strategy, replacing the outdated permanent exhibition with a modern one, making a new access and entrance from the car park, upgrading the car park, increasing opening hours to serve visitors, and considering enhancement of the retail offer and the introduction of catering facilities	Enhance site for visitors	Plans submitted to WDC March 2011. Due to EU Planning Directives plans 'on hold' and other options investigated. A new Forest Centre Development Committee (FCDC) established June 2012 to consider all options for Centre development.	FCDC to make recommendations to the Board September/December 2012 following discussions with ESCC and other key stakeholders.
Make premises DDA compliant, e.g. replace old fashioned toilet facilities with modern ones	Raise standard of the site to meet modern norms and expectations	Plans submitted as above. Discussions held with WDC as to options available following EU planning Directives.	Resubmit revised plans if required – Director.

**Objective 2.3 - Enhance the Forest, and access to it, as an outstanding area of quiet and safe recreation
(Committee: RPA)**

Action	Desired Outcome	Achieved/Progress to October 2012	Further Action required (by whom and by when)
Continue close links with user groups, e.g. Ashdown Forest Riding Association, Ashdown Ramblers, to maintain good access and relations with Forest users and seek to improve disabled access round car parks	Enhance enjoyment of the Forest and help to minimise conflict between user groups	Regular liaison with AFRA and AFTA to ensure good relationships and cooperative working. Wheelchair access provided at key Car Parks – Hollies, Kings Standing, Friends and Broadstone.	Explore possibility of suitable surface compatible with conservation to provide a trail for wheelchair users from the Visitor Centre – Director.
Maintain ban on mountain biking	Prevent incremental damage to the Forest resulting from a new recreational pressure	Byelaw 2 does not allow wheeled vehicles beyond car parks without permission. Confirmed September 2010.	None required
Seek solution to the problem of dog mess in and around car parks	Make car parks and surrounds safer and more pleasant (and reduce nutrient input into heathland)	Offer made by Friends to provide dog mess bins in key car parks for 1 year – cost of clearance considered prohibitive and offer turned down by Board July 2011.	Funding sought to progress 'Every Dog Matters' programme July 2012 – project to commence October 2012 to include education and information.
Assist with completion and implementation of ESCC-led initiative for new public access (from the south) to Pooh Sticks Bridge	Enhance visitor experience and reduce visitor impact on Pooh car park and adjacent Forest area	New car park created and opened February 2011 and in use.	On-going 'litter picking' responsibility – Chase Ranger
Through participation in the Ashdown Forest Villages Road Safety Partnership (ASVRSP), seek to slow traffic speed on B and C roads crossing the Forest (including exploring feasibility of proposing, initially, one single track road with passing places) and request Police enforcement of speed limits	Enhance the Forest environment for Visitors and residents (and reduce incidence of human, deer and livestock casualties)	ASVRSP on-going – meeting in September 2012	On-going - Director
Complete Forestry Commission Woodland Grant Scheme agreement to maintain and enhance public access along 14 km of woodland rides	Maintain good public access through Forest woodlands	Scheme Completed march 2010. Grant no longer available	None

Explore feasibility of zoning' recreational use of Forest through ride and vegetation management practices	Retain 'wilderness' character of certain areas and protect sensitive wildlife and wildlife sites from recreational pressure	No progress	May be significant in mitigation for planned developments around the Forest area - CO
With external expertise and funding, review design and location of car parks, taking into account disabled access, visual impact and nearby sensitive sites of high wildlife value	Improve use of car parks as means of Managing visitors, improve them for visitors and yet also reduce impact on wildlife	Key car parks improved by creating disabled access over banks.	As above
Continue involvement in Ashdown Visitor Management Partnership and Ashdown Forest Tourism Association	Safeguard Forest interests and promote appropriate events at Centre	On-going participation; regular meetings and exploration of joint working with partners.	On-going - Director
Based on horticultural/landscape plan completed in 2007, restore Chelwood Vachery Woodland Garden (see also 1.5) and dredge lake system	Restore the Garden as a unique and Outstanding area for quiet recreation, mostly using outside funds and voluntary support	On-going programme of maintenance - major lakes dredged 2009.	On-going programme of maintenance - CO

**2.4 Objective – Improve communication and liaison with local community
(Committee: RPA)**

Action	Desired Outcome	Achieved/Progress to October 2012	Further Action required (by whom and by when)
Distribute draft Strategic Forest Plan (approved by the Board in November 2007), distribute it for public consultation and have an agreed final version signed off by Board by June 2008	Have Forest Plan that has been open and responsive to public input	Forest Plan put on Website 2007/08	Update Autumn 2012 – Director.
Develop strategy for on-going stakeholder engagement	Inform public of work and respond to feedback	Regular meeting with Parishes, Residents, Commoners and Volunteers in place. Regular updates on Website +Enews	On-going - Director
Consult public on major new plans	Respond to feedback prior to decision making	Following on from the 3KQ consultation exercise the following have been developed: improved signage and maps re works, enhanced website, Enews service, Parish Magazine mailing list, Facebook and Twitter	On-going - Director
Continue development and expansion of website	Inform the wider community of Forest activities; reduce office costs	Website rebuilt and launched 2011	On-going updates as and when necessary. Picture gallery to be created - Administrator
Continue production and distribution of Annual Report	Raise profile, accountability and awareness of Forest for funders and wider community	Not done in 2011/12	Annual Report produced in 2013 - Director
Produce and distribute 2+ issues of Ashdown Forest Life/year, in hard copy and via website	Inform the wider community of Forest activities	2 produced per year with input from Staff and Volunteers.	On-going - Administrator
Improve use of established means of communicating locally such as Parish magazines and local papers	Inform the wider community of Forest activities	Parish magazines and local papers receive E-News, Ashdown Forest Life and are on e-mail groups. Parish Liaison quarterly meetings held	On-going Administrator/Director
Continue policy of offering work experience placements to students from local colleges	Play part as responsible employer in the local community	1-2 work place students supported on an annual basis from either Plumpton or Hadlow Agricultural Colleges.	On-going as required. Investigate possibility of Apprentice and Internships - Director

**Objective 2.5 – Protect the Forest against adverse building and road development
(Committee: RPA)**

Action	Desired Outcome	Achieved/Progress to October 2012	Further Action required (by whom and by when)
Review and where appropriate comment on planning applications and proposed road schemes within the Ancient Pale, taking into account the Wealden Local Plan Review (and successors) and appropriate assessments required by the EC Habitats Directive	Protect the Forest against adverse effect of developments, e.g. physical or visual impact, air pollution, recreational pressure	Applications reviewed on a weekly basis, with reports to Roads, Planning and Access Committee	On-going - Clerk
Work with local initiatives to conserve special roadside features	Enhance Forest as a special area	Milestones repainted 7 years ago.	Plinths replaced as necessary - CO
Comment on planning applications, taking into account the physical and visual impact of development on the Forest	Maintain the 'value' of the Forest environment and landscape	As above	As above - Clerk
Investigate potential of planning agreements between local planning authorities and developers to mitigate effects of increased visitor pressure on the Forest caused by new development	Protect Forest against adverse impacts (e.g. recreational pressure) and improve ability of Board to manage the Forest for people and wildlife	Joint meeting held with adjoining Local Authorities September 2012 to investigate on site mitigation measures.	On-going - Director

**3.1 Objective – Strengthen and broaden financial base
(Committee: Finance and General Purposes)**

Action	Desired Outcome	Achieved/Progress to October 2012	Further Action required (by whom and by when)
Take professional advice on a) wayleave/easement agreements with utility companies and b) access licences for all property types on Forest	Maximise income through a fair, consistent and business-like approach to licences on the Forest and ensure compliance with recent legislation	Finance and General purpose Committee reviewing Acknowledgement rents for tracks used by multiple properties.	Report to FPG November 2012 - Clerk
Meet targets of Service Plan agreement for WDC's Community Grant (until 2008/2009)	Maintain financial commitment of WDC	Funding maintained, quarterly reports submitted; monitoring visits undertaken.	On-going - Director
Enhance working relationships with ESCC where interests overlap	Maintain financial commitment of ESCC	Appropriate meetings held and regularised.	On-going – Director/Clerk
Complete review of existing proposals relating to enhanced visitor facilities at the Centre and agree the way forward (see 2.2)	Enhance income stream from visitors through improving what is on offer	Special events planned and held in school holidays: 2010-11 – Annual Library day (with ESCC); 2 East Sussex Archaeological and Museum Project activity days; Ashfest. 2012 – Photography Workshop; Children's Activity Days x3.	Investigate potential of a mobile tea room facility in 2013/14 – Director/Clerk Seek to secure funding to develop an on-going programme of activities.
Expand direct debiting for rates and acknowledgements	Reduce office costs and improve payment times by debtors	Direct Debit payments expanded. Increased payments made by Credit card	On-going - Administrator
Keep under review income-generating opportunities, including certain forms of sponsorship (following model of memorial seats)	Protect funding base for Forest	No more memorial seats available for replacement. Encouragement given for picnics tables and alternatives e.g. new bridge crossings.	On-going. Develop other sponsorship ideas - Director

**3.2 Objective – Protect the Forest through bye-law enforcement and enhance it through land acquisition
(Committee: FGP)**

Action	Desired Outcome	Achieved/Progress to October 2012	Further Action required (by whom and by when)
Inform new Forest residents of bye-laws	Ensure awareness of bye-laws and reduce incidence of non-compliance	New residents sent information packs – approximately 12 per year. Letters sent to property owners who are in breach of bye-laws.	Investigation under way to increase the bye-law fines - Clerk
Deal immediately with new bye-law breaches, and with long standing ones in turn, if necessary through court action	Increase compliance with bye-laws; improve state of Forest; reduce staff time costs	20 letters sent to residents in 2011/12. No court action taken.	On-going - Clerk
Ensure riders are on Forest with the appropriate riding permit	Reduce amount of lost annual income	Mounted Ranger programme introduced in November 2011; 14 recruited.	On-going - Clerk
Improve bye-law compliance through communication and enforcement	Greatly enhance bye-law compliance, reduce commitment of other staff-time, and establish and publicise enforcement procedures	As above	Obtain increase in bye-law fine and publish widely in local media and on web site - Clerk
Maintain bye-law and interpretation signage in car-parks, on accesses and elsewhere as required	Improve awareness of and compliance with bye-laws	On-going	Provide new signs as necessary.
Attempt to acquire appropriate land within the Ancient Pale	Restore land previously lost from the Forest	Charles Smith Wood purchased by the Friends and given to the Conservators in March 2011.	Identify suitable land and seek donations for purchase – Director/CO

**3.3 Objective – Ensure continuing staff development and training
(Committee: FGP)**

Action	Desired Outcome	Achieved/Progress to October 2012	Further Action required (by whom and by when)
Ensure staff receive adequate training	Improve management of the Forest and compliance with new legislation	Staff Appraisal and Development undertaken and completed in October/November 2012. Monitor SAGE updates for financial and personnel regulations.	Training needs identified, annually reviewed and monitored. On-going – Director.
Encourage volunteer activities by individuals and local corporate environmental days out	Improve management of the Forest	Volunteers recruited, trained and supported: Information- 23 Conservation - 20 Rangers – 14 Mounted – 14 Sheep Lookers – 2 Bird group - 23 4 events for Volunteers held per year; quarterly newsletter produced	On-going support. On-going investigation of development of new volunteer related projects – Director/Administrator

**3.4 Objective – Improve sustainability of all Forest operations
(Committee: FGP)**

Action	Desired Outcome	Achieved/Progress to October 2012	Further Action required (by whom and by when)
If funding permits, replace wood burner (heating the Centre) with chip-based system, perhaps as part of project with other organisations	Increase efficiency of loading and use of wood fuel	None	Dependant on Forest Centre Development Plans - Director
Reduce use or reliance on mechanical management	Seek ways, long-term, of reducing carbon emissions	On-going investigation of changing technology.	All staff.

**3.5 Objective – Review recommendations from the stakeholder engagement process
(Committee: RPA)**

Action	Desired Outcome	Achieved/Progress to October 2012	Further Action required (by whom and by when)
Assess viability and means of establishing more formal liaison with councils of parishes on or adjacent to the Forest	Improve dialogue with local community	Quarterly Parish Liaison meetings established	On-going - Director