

York Community Woodland Partnership Agreement

City of York Council and Forestry England

May 2022

Version Number: 4.0

| Version | Date | Description of change | Author | Approved By |
|---------|------------|--|-------------|---------------|
| 1.0 | 10/02/2022 | Initial draft | Naomi Smith | |
| 2.0 | 09/03/2022 | | | |
| 3.0 | 22/03/2022 | Draft for comment from CYC | | Jim Lee |
| 4.0 | 20/04/2022 | Comments from CYC Board and Legal team | | Project Board |

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Signatures

This agreement is made between:

Forestry England of 620 Bristol Business Park, Coldharbour Lane, Bristol, BS16 1EJ
("Forestry England")

Signed for and on behalf of

Forestry England by: _____

Authorised Signatory

Print Name:.....

Position: _____

Date: _____

City of York Council of West Offices, Station Rise, York, YO1 6GA ("the Council")

Signed for and on behalf of

City of York Council by: _____

Authorised Signatory

Print Name:.....

Position: _____

Date: _____

The above are referred to in this Agreement collectively as 'the partnership' or individually as a 'partner'. Local partner contacts are shown in Appendix 1.

Legal Status

This Partnership Agreement sets out the shared commitments between the Council and Forestry England to achieve our joint vision of delivering York Community Woodland (“YCW”)¹. These two organisations constitute the partners involved in delivering and managing the YCW project, under Forestry England’s Woodland Partnership Programme. The Secretary of State for Environment Food and Rural Affairs has/holds (on behalf of Forestry England) a lease dated [] from the Council for a Term of 120 years from that date (“the Lease”) of the land near Knapton, York on which the woodland is to be developed (“the Site” - being the land more particularly described and demised by, the Lease as the ‘Premises’)) as the Council is the freehold owner of the Site.

This Partnership Agreement does not create any legal obligations or a contract between the Partners but sets out a framework for the partnership. The term ‘Partner’ is not used in a legal sense and any matters which are not permitted by applicable law or the constitution of each Partner, whether now or in the future, shall be removed from this document.

The Lease² details the legal basis on which City of York Council as landlord and Forestry England as tenant will occupy the Site for the purpose of creating and managing the woodland thereon.

This Partnership Agreement does not imply and/ or create any transfer of intellectual property rights of copyright from or to any of the Partners. Any such transfer would require a separate agreement between the Partners.

This Partnership Agreement sets out governance, roles, and responsibilities for the Partners during the woodland establishment phase, ongoing management and any future development. This Partnership Agreement may be updated to reflect future potential developments or projects, subject to written approval from both Partners.

The Agreement will be subject to formal annual review by the Project Board (as described in Section 3.2). The Project Board will decide on the review mechanism for the Partnership Agreement.

¹ City of York Council Executive Report (August 2021)

² York Community Woodland Lease Agreement (2022)

Section 1: Background

1.1 Project Background

In 2020, the Council purchased the Site (Figure 1), which currently comprises a 76-hectare parcel of agricultural land near Knapton to the west of York, funded through the Council's capital budget. The purpose of this land purchase was to create a significant new community woodland for the city delivering a wide range of social, environmental, and economic benefits.

The YCW project forms part of the White Rose Forest tree canopy expansion across West and North Yorkshire. This in turn contributes to the wider Northern Forest initiative that aims to plant 50 million trees across the North of England.

In September 2021, the Council announced Forestry England as their delivery partner through the Forestry England Woodland Partnership. The partnership will see Forestry England take responsibility for woodland creation and long-term management through the Lease, funded principally by the Defra Nature for Climate Fund. This Agreement sets out best practice working for Forestry England (National Woodland Creation Team and Yorkshire District Team) and the Council during the woodland establishment and ongoing management phase. The partnership will take on a different and appropriate form in each phase.

1.2 Rationale

The Lease is a legally binding contract which details the terms under which The Secretary of State for Environment Food and Rural Affairs (on behalf of Forestry England) rents the Site from the Council. This Partnership Agreement is not legally binding but helps to set out a framework for partnership activities. This Agreement sets out the joint desired outcomes (Section 2), partner responsibilities and governance (Section 3), guidance on decision-making and negotiations (Section 4), and monitoring performance against milestones and KPIs (Section 5). On the signing of this Agreement, both Parties agree that they will work to this guidance to deliver the shared vision and objectives.

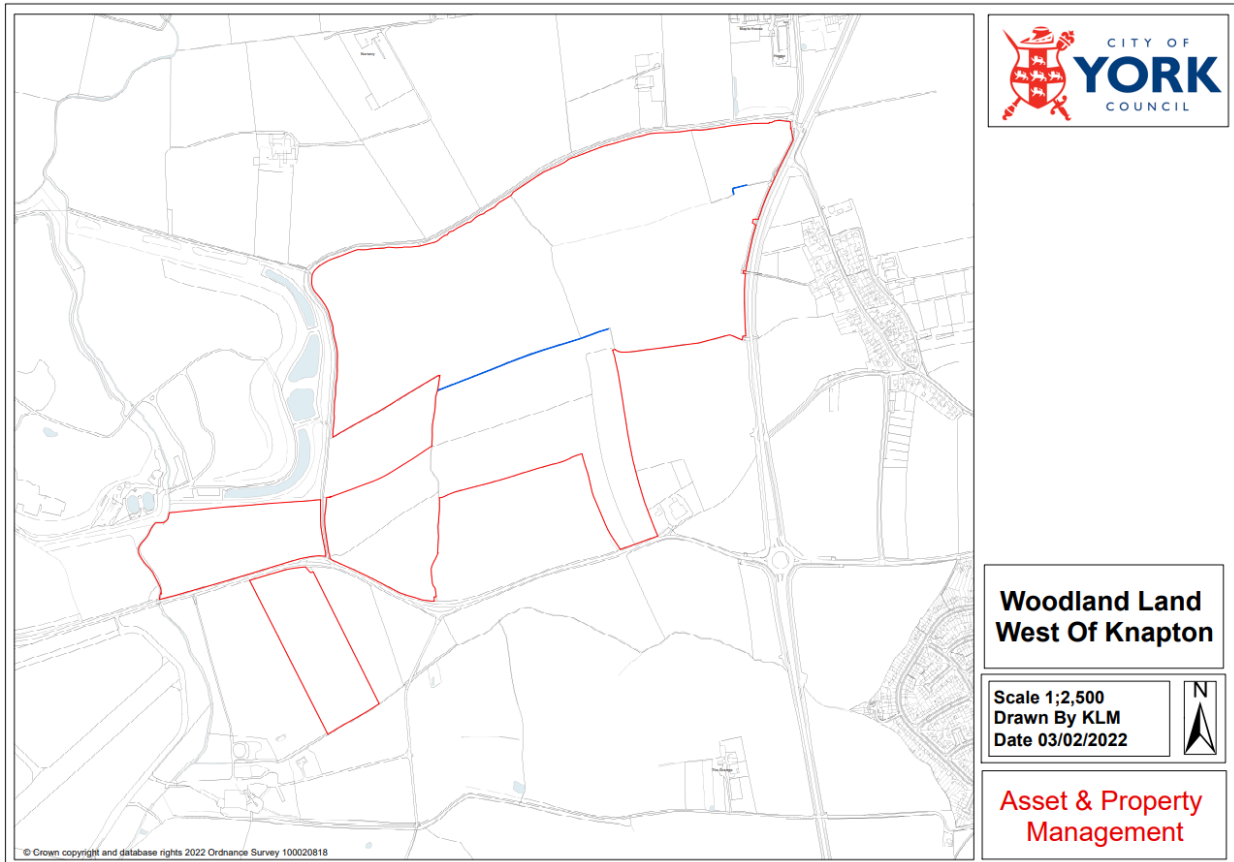


Figure 1. York Community Woodland Landholding

Section 2: Partnership Aims and Objectives

2.1 York Community Woodland Joint Vision Statement

The new woodland will be a well-designed, bio-diverse, green space providing a place for peaceful contemplation and leisure for the people of York. This will create a new stray for the city, support the climate change ambition, enhance the setting of the city and make York an even greater place to live, work and visit.¹

2.2 Joint Objectives

The joint objectives for the site, as set out in the Project Management Plan, are:

- Achieve a sustainable, uneven-age structured mixed woodland during the lifetime of the Lease which meets or exceeds UKFS and UKWAS standards
- A demonstrable increase in biodiversity and natural capital
- Effective carbon sequestration
- Increase and enhance access to green space for local residents, thereby contributing to improved health and wellbeing
- Provide opportunities for green skills development, volunteering and nature-based learning
- Use and management of plastics on site in accordance with York Community Woodland Plastics Strategy as contained within the Lease.

These joint objectives will be measured using Key Performance Indicators. Appropriate KPIs will be adopted for the Woodland Establishment, management, and any future developments. KPIs will be reported annually to the Project Board.

The Council and Forestry England have joint accountability for developing the Woodland Creation plan, with Forestry England having sole responsibility for woodland delivery and management.

Each Partner commits to:

- Attend and input to partnership meetings relevant to their role (see Section 3)
- Jointly guide the role and activities of the project managers during the woodland establishment phase
- Prevent and, where necessary, resolve by agreement problems that arise (Section 4).

Section 3: Partner Responsibilities

The development of YCW may be described in three high-level stages: Woodland Establishment, Ongoing Management and Future Potential Development. Each Partner's roles will look different in each phase. The following section sets out the phase definition, partner responsibilities, and governance.

3.1 Woodland Establishment

Phase Definition

The Woodland Establishment phase is a discrete period for the planning and delivery of the YCW project. It encompasses project planning, gaining appropriate approvals, establishing the trees on the Site, and delivering the infrastructure set out in the Operations Phasing Plan (Figure 2).

Responsibilities

Forestry England is responsible for the delivery of YCW following the Woodland Creation Plan. The Woodland Creation Plan is the final design annexed to the approved Environmental Impact Assessment (may undergo minor amendments subject to the agreement of both Partners), and the description of the woodland for its creation. The Woodland Creation plan will be UKFS (United Kingdom Forestry Standard being the reference standard for sustainable forest management in the UK) compliant. The Woodland Creation Plan will cover the first 15-20 years of site operation, beginning from the date establishment works (Woodland Establishment Phase - initial 2 to 3 years) begin on the Site.

Forestry England Woodland Creation Team will finalise, obtain and comply with/satisfy all regulatory requirements for the implementation of the Woodland Creation Plan including completion of an Environmental Impact Assessment (Afforestation) and any necessary Planning Permissions (Town and Country Planning Act). This work will build on the land character, ecological and heritage assessments and successful Woodland Creation Planning Grant outputs and the Pegasus Planning Ltd woodland design masterplan agreed by the Council's Executive in August/September 2021.

The elements shown on the Woodland Creation Plan (see Appendix 2) will be funded by Forestry England through the Nature for Climate Fund. Any elements not shown on this plan, such as visitor centre facilities, toilets, or highway access alterations, are not eligible for this funding. Securing funding for additional features will be subject to an options appraisal, full business case (as per the Investment Programme procedures), and approval from the Forestry England Investment Sub-Group (see Section 3.3 for mechanism).

An indicative flow chart (Figure 3) summarises the steps to plan and deliver the site. Forestry England joined the process as the delivery partner at the final design plan stage and will deliver remaining tasks in the process, consulting the Council on the development of designs. The Operations Phasing Plan (Figure 2), developed collaboratively by the Partners, shows what Forestry England will deliver, where, and when. The Project Management Plan provides detail on project scope, objectives, key performance indicators, and milestones.

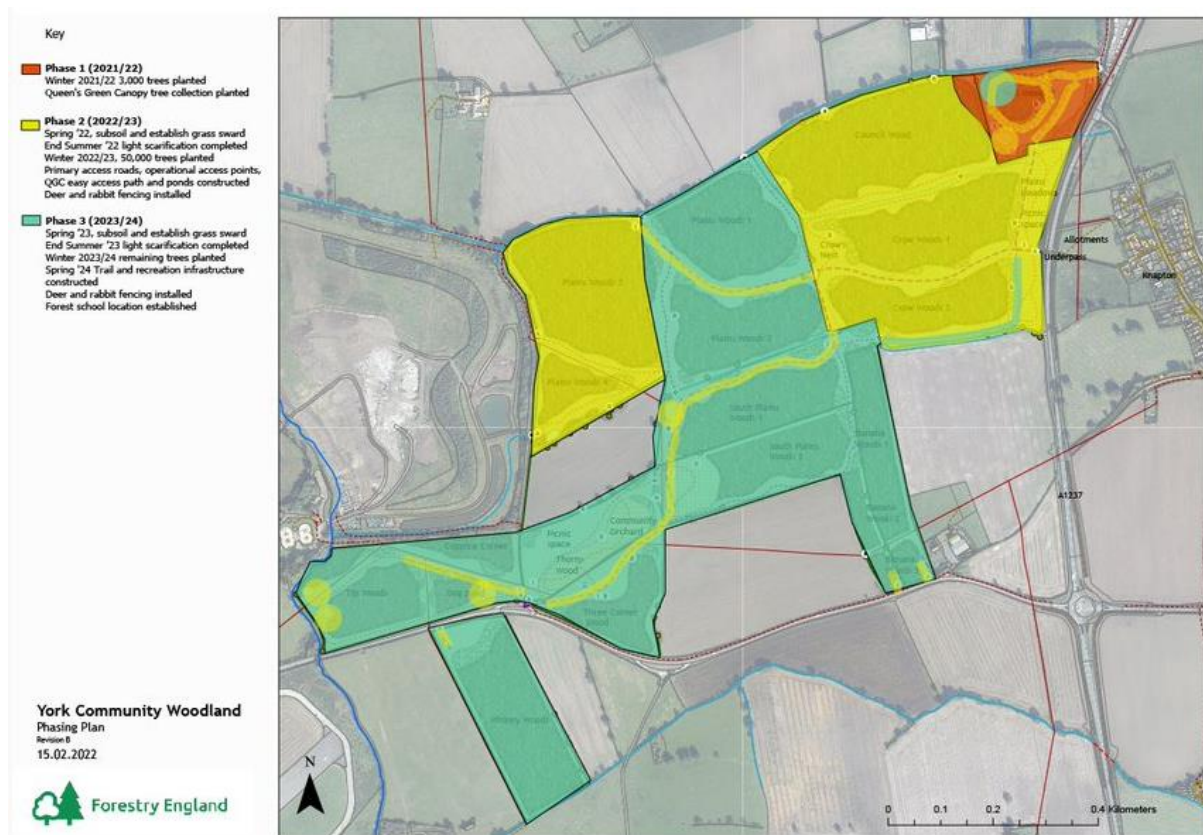


Figure 2. Operations Phasing Plan

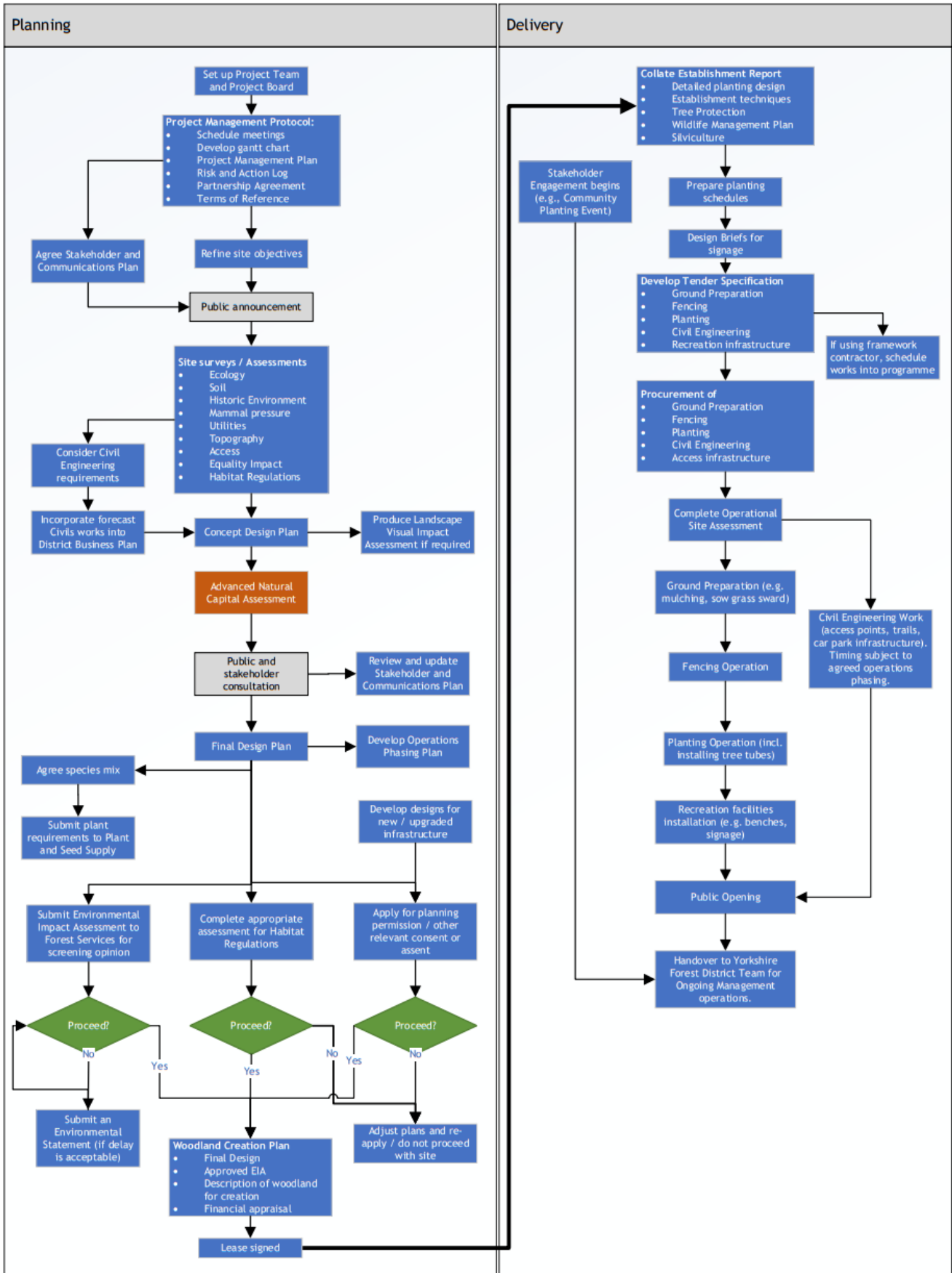


Figure 3. Planning and delivery phases of the York Community Woodland.

Governance

The Lease (lease clause 3.24) obliges Forestry England (in its capacity as tenant) to ‘establish a management group to deal with the creation and future ongoing management/operation of the woodland and its associated facilities. The Tenant/such management group will consult and consider the views of the Council (Executive Member for Environment and Climate Change) and the local community in relation to the creation and operation of the woodland.’

A governance structure (Figure 4 and Figure 5) has been developed which ensures that both Partners are involved in the strategic and operational decisions and that relevant groups are consulted. This governance structure is specifically designed for the Woodland Establishment Phase. Once all capital items have been delivered in accordance with the Woodland Creation Plan, the project governance will stop and ongoing management governance (as more particularly described in Section 3.2 below) will begin. During the Woodland Establishment Phase, the meeting frequency and roles represented may be altered as appropriate and subject to agreement by both Partners.

Governance Structure for Woodland Establishment Phase

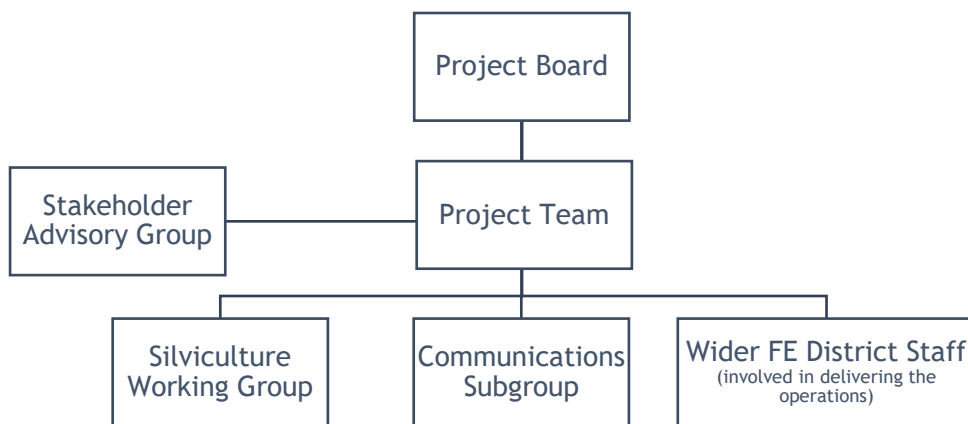


Figure 4. Governance structure for YCW establishment phase.

The Project Team will report to the Project Board via the following channels:

| | |
|--|--|
| Project dashboard | To provide regular overview updates on the project progress, including risk levels and critical tasks. |
| Project Board Agenda Items | In the Woodland Establishment Phase, the Project Team will have sight of any key decisions being presented to the Project Board. This provides greater transparency and communication between the Project Board and Project Team. |
| Submit / present papers at Project Board meeting | To seek approval for high level strategic items (e.g. management plans, design plan, communications strategy). |

| | |
|----------------|--|
| | |
| Direct contact | Project Managers may escalate urgent issues, which they cannot resolve or need advice on. Ensure the rest of Project Team is made aware. |

The Project Subgroups and Wider Forestry England District Staff will report to the Project Team via the following channels:

| | |
|------------------------------------|--|
| Action Log | To provide regular overview updates on the subgroup progress, including risk levels and critical tasks. An action log has been developed which contains information from the project team and subgroup meetings. The project managers will monitor the action log for any relevant progress updates. |
| Attendance at Project Team meeting | To contribute to site planning. To consult / seek approval for proposed method of delivering a task (e.g. Wildlife Management plan, community planting day event). |
| Direct contact | Subgroup leads may escalate urgent issues, which they cannot resolve or need advice on. Ensure the rest of subgroup team is made aware. |

Figure 5. Woodland Establishment Phase Project Governance

| Project Group | Roles Represented | Responsibilities | Information Sharing | Frequency |
|----------------------------|--|--|--|-------------|
| Project Board | <p>CYC</p> <ul style="list-style-type: none"> Executive Member for Environment and Climate Change Head of Carbon Reduction Head of Property York Community Woodland Project Manager (while in post - June 2023) Other Councillors consulted, where appropriate <p>FE</p> <ul style="list-style-type: none"> Head of Woodland Creation (Chair) Head of Planning and Operations Forest Management Director, Yorkshire Business Support Officer (Minute Taker) | <ul style="list-style-type: none"> Responsible for the delivery of the project. Provide leadership for the project, ensuring that the project delivers the required benefits and meets the success criteria. Monitor project progress towards successful delivery of the required benefits, providing the delivery team with the direction, decision making and external support required for the project team to deliver the project. | <p>All project documentation will be stored on the Forestry England Woodland Creation Team SharePoint. Key documents, agendas, minutes are shared with City of York Council via MS Teams channel or email.</p> | Monthly |
| Project Team | <p>CYC</p> <ul style="list-style-type: none"> York Community Woodland Project Manager Woodland Engagement Manager <p>FE Woodland Creation Team</p> <ul style="list-style-type: none"> Head of Planning and Operations (Chair) Landscape Architect Business Support Officer (Minute Taker) <p>FE District Team</p> <ul style="list-style-type: none"> Head of Civil Engineering Beat Forester Ecologist Funding and Development Manager / Communications and Marketing Manager Land Agent Head of Planning and Environment | <ul style="list-style-type: none"> Contribute technical expertise and experience to deliver agreed objectives and deliverables. Responsible for delivering the work packages / actions. Chair is responsible for delegating work packages and tracking actions. Identify risks to project delivery and consider mitigation actions. Escalate issues to Project Board. Provide updates to Project Board on progress and consult Board for decision-making support and approvals. | | Fortnightly |
| Comms Subgroup | <p>CYC</p> <ul style="list-style-type: none"> Woodland Engagement Manager (while in post - June 2022) Communications Manager (Sustainable Transport and Climate Change) <p>FE</p> <ul style="list-style-type: none"> Head of Planning and Operations (Chair) Funding and Development Manager Beat Forester | <p>Same responsibilities as Project Team but in relation to communications strategy and stakeholder management planning.</p> | | As required |
| Silviculture Working Group | <ul style="list-style-type: none"> Beat Forester (Chair) District Forester (Operations) Wildlife Manager | <ul style="list-style-type: none"> Contribute technical expertise to deliver silvicultural management. Responsible for delivering the work packages. Provide updates to Project Team on progress / risk and consult for required approvals. | | As required |

3.2 Ongoing Management

Phase Definition

The Ongoing Management Phase describes the transition from a project with a discrete end point to the on-going, repeated, more standard ways of working on the Site. For the purposes of this Partnership Agreement, the ongoing management phase begins once all capital items have been delivered in accordance with the Woodland Creation Plan i.e., all trees are planted, infrastructure constructed, and the Site has been formally opened to the public. At this point, project governance outlined in Section 3.1 ceases and Ongoing Management governance will be implemented.

Responsibilities

The ongoing management operations will be managed by the Forestry England Yorkshire Forest District.

Forestry England Yorkshire Forest District will manage YCW according to the Woodland Creation Plan (initial ~15-20 years) and subsequently the Forest Plan (which has the meaning given to that expression in the Lease). A Forest Plan will be introduced in advance of felling operations as the Forest Plan provides regulatory approval.

The [Forest Plan](#) provides a description of the woodland as it is now; outlines the main points considered when deciding what is best for the woodland; describes how the woodland will develop over time and gives specific information about approved tree felling, replanting and regeneration over each 10-year renewal period. The Council will be consulted, and approve, the development and reviews of the York Community Woodland Forest Plan. All Forest Plans are reviewed by the Government's forestry regulatory body, Forest Services, and are open for public consultation.

Forestry England operations are completed according to standard Forestry England Policy, Procedure and Guidance (PPGs) documents and are audited against the UK Woodland Assurance Standard which ensures that our operations are FSC (Forest Steward Council) and PEFC (Programme for the Endorsement of Forest Certification) compliant.

Figure 6 seeks to communicate how the woodland may develop over the ongoing management phase, and the typical types of operations Forestry England will carry out. However, this is not an exhaustive list. Forest development is dependent on the species mixture and site conditions (e.g., soil types, mammal pressure). The stage descriptions below are therefore indicative of the potential overall character of YCW as it develops.

Figure 6. Indicative woodland development and typical operations

| Years since establishment (approx.) | Woodland type | Description | Typical operations |
|-------------------------------------|-----------------------|---|--|
| 0-3 years | Establishment | Saplings (10-20cm) planted across the site and fenced / tubed. In this initial stage, the site will continue to look like an open landscape, criss-crossed with fences and tree shelters. | <p>Ground preparation (e.g., scarification, grass sward establishment).</p> <p>Initial tree planting.</p> <p>Tree protection and repairs to fencing.</p> <p>Wildlife Management according to agreed plan, including use of lethal control.</p> <p>Installation of key infrastructure - see Operations Phasing Plan (Figure 2).</p> |
| 3-15 years | Woodland maintenance | Consolidation of woodland establishment. | <p>'Beat-up' planting to replace any trees which have not established well.</p> <p>Tree protection and repairs to fencing.</p> <p>Wildlife Management according to agreed plan, including use of lethal control. Maintenance of key infrastructure.</p> |
| 10-20 years | Young Woodland | Young trees have established and may be anywhere between 5 - 10m in height, depending on species. | <p>Once trees have reached a height where they will be more resilient to mammal browsing, fencing may be removed. This is subject to monitoring of impact of mammal damage. Wildlife Management according to the YCW Wildlife Management and Protection Plan, including use of lethal control.</p> <p>May coppice some areas towards the end of this phase to encourage trees to produce multiple stems. Lower-level coppice growth combined with mature trees will provide woodland structural diversity which creates a variety of habitats. The coppice process can be repeated every 12-20 years.</p> <p>Regular inspections and maintenance of infrastructure. According to Forestry England Managing Recreation Facilities policy, assets have planned inspection schedules according to infrastructure type and level of use. For trails and car park, there will be 3 operational inspections per year carried out by Yorkshire Forest District team.</p> |
| 20-40 years | Early Mature Woodland | Woodland landscape character and trees at heights of between 10 - 15m. Woodland blocks bordered with shrub planting | <p>Thinning / felling operations begin usually on a 10-year cycle in accordance with the Forest Plan. Thinning reduces the canopy density and lets more light to forest floor. Opportunity for natural regeneration (new trees</p> |

| | | | |
|-----------|-----------------|--|--|
| | | and grassy edges to create a natural graded transition. | <p>develop from seeds that fall and germinate in situ). This leads to an ‘uneven aged stand structure’ where there is a combination of different aged trees, creating structural and habitat diversity. Planting a variety of different species will also create this structural diversity.</p> <p>Dangerous tree inspections and removal operations.</p> <p>Wildlife Management according to the YCW Wildlife Management and Protection Plan, including use of lethal control.</p> <p>Inspections and maintenance of infrastructure. Forest roads and surfaced trails may require resurfacing.</p> |
| >40 years | Mature Woodland | Woodland is managed on regular thinning cycle (areas thinned every 10-15 years). Some areas will not be managed on this rotation (e.g. Queen’s Green Canopy). Un-thinned areas will develop high tree crowns providing shade and less regrowth underneath. | As above. Managed in accordance with Forest Plan. |

Governance

In the Ongoing Management phase, Forestry England Yorkshire Forest District will manage the Site in accordance with the Lease and Forestry England policies and procedures. The Project Team and Project Board will no longer be required. The Council will be consulted on decisions as required by the Lease (including obtaining any necessary consent from the Council as landlord for any alterations that Forestry England wish to make to the Site that require landlord consent pursuant to clause 3.8 of the Lease)

Forestry England Yorkshire Forest District representatives will meet with Council representatives annually to provide an update on site operations and progress.

The annual Partnership Meeting will have the following core items on a standing agenda:

- Update on site operations, opportunities, and challenges
- Review of Woodland Creation Plan (until replaced by Forest Plan)
- Progress against KPIs and milestones
- Review of Partnership Agreement
- Review of Project Management Plan
- Future development opportunities scoping and delivery
- Financial reporting

3.3 Future Potential Development

Description

Clause 3.8 of the Lease sets out the terms for making alterations or additions to the Site/Premises. The following section in the Partnership Agreement sets out future shared aspirations between the Partners but is not legally binding, and therefore the terms of the Lease shall take precedence. Responsibilities and exact governance are not defined in the Partnership Agreement as this will be subject to the type of project to be undertaken.

Visitor Offer

There is the aspiration from both Parties to deliver additional infrastructure, including a visitor centre style facility and associated car park, to enhance the visitor offer, as shown in Figure 7. The Project Board will meet in April 2024, following site opening, to discuss a programme for future developments.

The visitor centre, associated car park, access and highways enabling works to serve this, play and boardwalks will form later development phases of YCW which will be subject to the assessment and approval of Forestry England’s Investment Programme. The Nature for Climate Fund does not cover developments beyond woodland creation and therefore further funding sources would be required for such future projects.

To secure approval and funding for additional infrastructure, the project would need to adhere to the policies set out by the Forestry England Project Management Office following the HM Treasury’s 5 Case Model and 3 Stage Business Case methodology for the preparation of all business cases. For some more standard projects that are low cost and risk, a single business justification case stage can be used although its detail is proportionate to the size, cost or complexity.

Each Business Case contains the 5-case model which sets out the metrics against which the proposal will be evaluated. The Partners should consider future capital investments with these criteria in mind.

| | |
|---------------------|--|
| The Strategic Case | <ul style="list-style-type: none"> • How does the proposal deliver strategic objectives for the site? • Use site data (e.g., visitor numbers, visitor feedback, observations from district team) to inform case for change |
| The Economic Case | <ul style="list-style-type: none"> • Value for money • Appraisal of the realistic options • Identify preferred option |
| The Commercial Case | <ul style="list-style-type: none"> • Commercially viable • Procurement needs • Payment mechanisms |
| The Financial Case | <ul style="list-style-type: none"> • Financial appraisal including affordability, return on investment, pay back period, internal rate of return. |

| | |
|---------------------|--|
| | <ul style="list-style-type: none"> • Funding source and any funding gaps |
| The Management Case | <ul style="list-style-type: none"> • Delivered successfully • Plans for project delivery (management plan, programme, risk register, benefits realisation, monitoring) • Governance and management arrangements |

The business cases would be developed collaboratively by Yorkshire Forest District and City of York Council for approval by the Forestry England Investment Sub-Group (ISG).

Woodland Expansion

Opportunities may arise for woodland expansion in the future. If areas of Council land become available, both Partners will consider the options and implications of expanding the woodland area. The Council and Forestry England should consider these opportunities based on a thorough options analysis, financial appraisal, consultation, and subject to appropriate approvals.

York Community Woodland Potential Development Plan

The following plan sets out Forestry England and City of York Council's future vision for York Community Woodland

Key to woodland creation plan:

- Existing vegetation
- Existing mature tree
- Northern Powergrid High Voltage Overhead
- Northern Powergrid High Voltage Underground
- Proposed:**
- Community orchard
- Mixed Alder woodland
- Mixed Oak woodland
- Mixed shrub and tree planting
- Scattered trees within meadow
- Open ground
- Pond
- Raptor Box
- Forest School
- Signage
- Bench
- Car park
- Bridges
- High Seat
- Access point
- Grass ride
- Surfaced trail - primary route
- Surfaced trail - secondary route
- Queen's Green Canopy - trail and tree planting

Key to potential future developments:

(Subject to approvals and funding)

- Visitor facilities
- Eastern gateway
- Community engagement
- Forest learning
- Natural play



Potential future developments:

Visitor facilities
Future visitor facilities may include new vehicle access off B1224, with car parking and a visitor hub: cafe and toilet facilities (subject to approvals and funding).



Eastern gateway
Potential for woodland themed community mural in Knaption underpass creating a new gateway to the eastern entrance to York Community Woodland.



Natural play
Across York Community Woodland a number of informal natural play features may be established encouraging playful exploration of the site and engagement with nature.



Community engagement
Continued community engagement will see York Community Woodland thrive and may include: volunteer tree planting and vegetation management; group fitness activities.



Forest learning
Forest school location may be formalised with the addition of a built shelter where associated practitioner-led activities can take place.



Figure 7. Potential Development Plan (10.06.22)

Section 4: Decision Making and Negotiations

4.1 Decision Making

This section sets out a high-level decision-making framework.

Responsible - The person/group who is assigned to do the work; also responsible for researching options and risks and making recommendations.

Accountable - The person/group who makes the final decision and has ultimate ownership. This is the last person to review the task before it is deemed complete.

Consulted - The person/group who must be consulted before a decision or action is taken. Usually given to the person who is sought out for advice on a task. This person is typically someone with knowledge or expertise on a specific subject matter.

Informed- The person/group who must be informed that a decision or action has been taken. Assigned to anyone who must be provided with updates on the progress of a task.

FE District - Forestry England Yorkshire Forest District staff who will be involved in the delivery of the site and managing the ongoing management operations after the establishment.

Stakeholder Group - expert stakeholder groups, local interest groups and representatives of local residents who have an interest in the project or will be affected by it. The Stakeholder Group was set up to consult on the development of the Woodland Creation Plan. Forestry England will continue to run this group for the duration of the Woodland Establishment Phase and subsequently consult this group to determine how the group will operate moving forward.

Project Team / Project Board - the Project Team and Project Board are groups set up in the Woodland Establishment phase and have Council and Forestry England representatives (Section 3.1). Where reference is made to the Project Team and Project Board, this is only relevant for the Woodland Establishment phase. In the Ongoing Management phase, the project management structure is no longer applicable.

Figure 8. Decision-making matrix. **Brackets denote parties involved in Woodland Establishment phase only.*

| Decision Category | Description | Responsible | Accountable | Consulted | Informed |
|--------------------------------------|--|---------------------------------|-------------------------------|----------------------------|--------------------|
| Delivery Timescales | Decisions which impact when non-critical or BAU tasks are carried out. | (Project Team) FE District | (Project Manager) | | |
| | Decisions which may lead to delay in critical tasks (implication for meeting delivery deadline). | (Project Team) FE District | | | (Project Board) |
| Woodland Creation Plan / Forest Plan | Significant changes to the design plan / content of the approved EIA | (Project Team) FE District | (Project Board) | (Stakeholder Group) CYC | |
| Key Management Plans | Project Management Plan, Wildlife Management Plan, Communications and Engagement Plan | (Project Team) FE District | (Project Board) | | |
| Establishment and Ongoing Operations | Decisions related to standard operations for establishment and on-going management of site e.g., ground prep, planting, beat up surveys, trail repairs, dangerous tree work. | FE District | | | Site visitors |
| External Communications | Production and public release of high-profile communication material e.g., press release, stakeholder presentations on contentious issues | (Comms Subgroup) FE District | (Project Board) FE and CYC | External comms FE | |
| | Production and release of low-profile communication material e.g., social media posts, website updates, operational notices, signage | (Comms Subgroup) FE District | | | |
| Permissions | Approval for permissions for events / activities held on the landholding. | FE District | | | |
| Site closure | Decision on part site closure e.g., localised operations | FE District | | (Project Team) | CYC, Site visitors |
| | Decision on whole site temporary closures e.g., site-wide operations, H&S | FE District | | (Project Team) | CYC, Site visitors |

4.2 Negotiations and Dispute Resolution

Notwithstanding the existence of the Lease (and the Partners' mutual acknowledgement that the provisions of the Lease will take precedence in the event of any conflict between the provisions of the Lease and the terms of this Partnership Agreement), this Partnership Agreement should be the initial reference point for negotiations with the aim to reach agreement and avoid disputes escalating.

Escalation of disputes should be avoided if possible. Therefore, both Partners agree to:

- Raise issues for concern at the earliest possible opportunity
- Work together to attempt to resolve issues at the earliest possible stage
- Seek mutually acceptable solutions through joint management meetings.

In the event that there is a disagreement that cannot be resolved by informal negotiations, the Partners may raise a formal dispute in accordance with the Lease.

Section 5: Monitoring

The Key Performance Indicators (KPIs) will help monitor the management of the Site against objectives. Appropriate KPIs will be adopted for the establishment of the woodland on the Site, business-as-usual and any future developments. Initial KPIs are set out in the Project Management Plan (Appendix 2). Tree planting targets are subject to break clauses in the Lease. The other KPIs are a management tool for the benefit of both partners.

During the Woodland Establishment phase, the Project Board should have oversight of the KPIs and ensure that the data required is being gathered to monitor progress. During the Ongoing Management Phase, Yorkshire Forest District monitor these measures and will provide updates via the agreed annual partnership meetings.

If there are persistent issues where KPIs are not being met, the Partnership will be responsible for identifying and delivering actions to mitigate or resolve the issue.

Appendix 1: Partner Contact Details



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Appendix 2: Supplementary Documents

[Woodland Creation Plan](#)

[Project Management Plan York Community Woodland](#)

[York Community Woodland Plastics Policy](#)

[York Community Woodland Wildlife Management and Protection Plan](#)

[York Community Woodland Communication and Engagement Principles](#)

Sustainable Transport Plan (in draft)