

# Forest Enterprise Scotland

Report on the 2007/08 Audit



September 2008



# Forest Enterprise Scotland

## Report on the 2007/08 Audit

# Contents

<b>Executive Summary</b>	<b>1</b>	<b>Governance</b>	<b>8</b>
<b>Introduction</b>	<b>3</b>	<b>Performance Management</b>	<b>14</b>
<b>Financial Position</b>	<b>4</b>	<b>Looking Forward</b>	<b>17</b>



# Executive Summary

## Introduction

In 2007/08 we looked at the key strategic and financial risks being faced by Forest Enterprise Scotland (FES). We audited the financial statements and we also reviewed aspects of performance management and governance. This report sets out our key findings.

## Financial Position

FES's Income and Expenditure Statements shows a net deficit, after cost of capital of £30.9 million. After adjusting the total deficit for items not involving the movement in cash and for capital expenditure and receipts, the net cash funding received from Forestry Commission Scotland (FCS) was £35.1million. The target set by the Forestry Commission National Committee for Scotland was £36.2 million (+/- 1%).

FES has a proposed 2008/09 budget of £23.0 million. Funding for FES for 2009/10 and 2010/11 has also been set at £23.0 million. FES has highlighted a number of risks to achieving the resource budget for 2008/09. FCS (including FES) is also required to make a 2% per annum cash releasing efficiency savings in the next three years' budget settlement. These will be challenging targets for FES to achieve and we will continue to keep developments in this area under review.

## Financial Statements

We have given an unqualified opinion on the financial statements of FES for 2007/08. We have also concluded that in all material respects, the expenditure and receipts shown in the financial statements were incurred or applied in accordance with applicable enactments and relevant guidance, issued by Scottish Ministers.

The vacant post of financial accountant within FAS with responsibility for preparation of the financial statements resulted in delays in the submission of accounts for audit and associated working papers. Accounts were submitted for audit substantially later than set out in the agreed timetable. FES accounts were due on 16 May, but were not provided until 30 May. As a result of this delay, we were unable to provide our opinion to the Audit and Risk Committee on 24 June 2008 as timetabled. An early review meeting is planned between auditors and finance staff to review the 2007/08 accounts process and identify areas for improvement to the process for 2008/09. This will support the development of an achievable timetable for the 2008/09 financial statements.

## Performance

The Scottish Government's Forestry Strategy makes a commitment to the publication of implementation plans which will help deliver the strategy during the period of the plan. Ministers have asked FCS to 'champion' the implementation of this strategy. FES will play a key role in delivering the Strategy. The first



Implementation Plan was published in March 2007. This set out the actions which the 46 action partners agreed to deliver in the first year. In March 2008, FCS published a progress report which records that 86% of the actions have been achieved and that indicator development is well underway.

## **Best Value**

Audit Scotland is committed to extending the Best Value audit regime across the whole public sector and significant development work has taken place over the last year. Currently we are concentrating on the development of Use of Resources audit toolkits, focusing initially on Financial Management, Efficiency, and Information Management. The specific focus for FCS (including FES) for 2007/08 was a self assessment using the Financial Management toolkit which examined the leadership capacity within the organisation and the quality of plans and strategies in place to generate performance improvements in this area. The organisation has generally rated itself as 'improving' over the five key themes which make up effective financial management and has identified a number of areas for improvement. This is an area we will keep under review during 2008/09.

## **Governance**

Corporate Governance is concerned with the structures and process for decision making, accountability, control and behaviour at the upper levels of an organisation. Overall the corporate governance and control arrangements for FES operated satisfactorily during the year, as reflected in the Statement on Internal Control.

We examined the key financial systems which underpin the organisation's control environment. We concluded that financial systems and procedures operated sufficiently well to enable us to place reliance on them.

## **Looking forward**

The final part of our report notes some key risk areas for FES going forward. We have highlighted a number of national issues which affect all public sector bodies including FES, including the introduction of Scotland Performs; the impact of international financial reporting standards; and the review of data handling arrangement in public bodies across Scotland. FES also faces significant financial pressure in achieving the agreed financial target for 2008/09 and beyond. We will continue to monitor financial planning arrangements and FES's financial position.

The assistance and co-operation given to us by Board members and staff during our audit is gratefully acknowledged.



# Introduction

1. This report summarises the findings from our 2007/08 audit of Forest Enterprise Scotland (FES). The scope of the audit was set out in our Audit Plan, which was presented to the Audit Committee on 5 March 2008. This plan set out our views on the key business risks facing the organisation and described the work we planned to carry out on financial statements, performance and governance.
2. We have issued a range of reports this year, and we briefly touch on the key issues we raised in this report. Each report set out our detailed findings and recommendations and the Board's agreed response.
3. We would like to take this opportunity to express our appreciation for the assistance and co-operation provided by officers and members of FES during the course of our audit. This report will be submitted to the Auditor General for Scotland and will be published on our website, [www.audit-scotland.gov.uk](http://www.audit-scotland.gov.uk).



# Financial Position

4. In this section we summarise key outcomes from our audit of FES financial statements for 2007/08, and comment on the key financial management and accounting issues faced. The financial statements are an essential means by which the organisation accounts for its stewardship of the resources available to it and its financial performance in the use of those resources.

## Our responsibilities

5. We audit the financial statements and give an opinion on:
  - whether they give a true and fair view of the financial position of FES and its expenditure and income for the period in question
  - whether they were prepared properly in accordance with relevant legislation, applicable accounting standards and other reporting requirements
  - the consistency of the information which comprises FES Finances included in the Annual Report, is consistent with the financial statements
  - the regularity of the expenditure and receipts.
6. We also review the statement on internal control by:
  - considering the adequacy of the process put in place by the chief executive as accountable officer to obtain assurances on systems of internal control
  - assessing whether disclosures in the statement are consistent with our knowledge of FES.

## Overall conclusion

7. We have given an unqualified opinion on the financial statements of FES for 2007/08.
8. The vacant post of financial accountant within FAS with responsibility for preparation of the financial statements resulted in delays in the submission of accounts for audit and associated working papers. Accounts were submitted for audit substantially later than set out in the agreed timetable. FES accounts were due on 16 May, but were not provided until the 30 May. As a result of this delay, we were unable to provide our opinion to the Audit and Risk Committee on 24 June 2008 as timetabled. Our opinion was provided to the Audit and Risk Committee per an agreed revised timetable date of 4 July 2008.



## Financial Position

### Outturn 2007/08

9. FES is an executive agency of FCS, and manages the forest estate on behalf of the Scottish Ministers. The Income and Expenditure Statement shows a net deficit, after cost of capital of £30.9 million. After adjusting the total deficit for items not involving the movement in cash and for capital expenditure and receipts, the net cash funding received from FCS was £35.1million, an increase of £2.8 million compared to the previous year.
10. The most significant costs for the year were harvesting and marketing, forest protection and maintenance, and expenditure on forest roads. Overall, these were in line with the previous year with the exception of the latter which showed a £2.8 million increase over 2006-07 and was attributable to a significant increase in new road construction and upgrading of roads.
11. Income from sales of timber was £42.1 million, an increase of £5.4 million on 2006/07, reflecting an improvement in prices.

### 2008/09 Budget

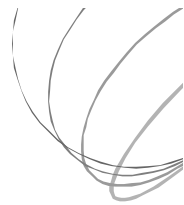
12. Scottish Ministers have agreed a resource budget for Forestry Commission Scotland of £90.3 million for 2008-09 which includes Forest Enterprise deficit funding of £23.0 million.
13. FES has highlighted the following risks to meeting its agreed financial target:
  - the impact of fuel price increases
  - a reduction in timber prices
  - a shortfall in direct production.
14. Funding for FES for 2009/10 and 2010/11 has also been set at £23.0 million. We will continue to monitor the financial position and the actions taken by FES to manage these risks.
15. The application of International Financial Reporting and Accounting Standards (IFRS) to central government bodies from 1 April 2009 and the production of shadow accounts for 2008/09 will lead to changes in the way the accounts are presented. In particular the way in which the Forestry Commission accounts for its estate and land assets will change, impacting on the financial statements and financial planning. The introduction of the accounting changes will require forward planning to anticipate restatement issues and to feed into financial plans. We will continue to work with FES to support the introduction of IFRS.





## Issues arising from the audit

16. As required by auditing standards we reported to the audit committee on 4 July 2008 the main issues arising from our audit of the financial statements. The key issues reported were:
17. **Submission of the accounts for audit** – we highlighted in our Audit Plan that the main risk to our completion timetable was that the financial accountant within FAS with responsibility for preparation of the financial statements had recently resigned. We identified that this increased the risk of slippage in submission deadlines and the risk of a reduction in the quality of account schedules. As outlined at para 8 above, the absence of a financial accountant resulted in delays in the submission of accounts for audit and associated working papers.
18. **Preparation of the accounts** – There are a number of processes which feature as year end procedures for preparing the accounts. Many of these tasks involve a number of complex systems that have to be brought together at the year end in order to determine the balance sheet values. As one lead officer carries out the majority of the detailed work in relation to the forest estate and other land valuations, there is a significant risk to the delivery of the accounts, contributing to delays and difficulty in achieving the accounts timetable.
19. An early review meeting is planned between auditors and finance staff to review the 2007/08 accounts process and identify areas for improvement to the process for 2008/09. This will support the development of an achievable timetable for the 2008/09 financial statements.
20. **Forest Holidays** - In May 2006, the Forestry Commission entered into a joint venture with the Camping and Caravanning Club to take over management of its Forest Holidays business. The National Audit Office have undertaken work on the accounting treatment of Forest Holidays Land and Buildings as part of our group audit arrangements and provided assurance was that the partnership is one of a fixed asset investment within FES.
21. **VAT** - VAT on those payment runs in April 2008 which were written back to the old year was posted to 2008/09, resulting in an understatement of the VAT debtor in the accounts. Following quantification of the error (£36k), we agreed that no change was required to the 2007/08 accounts. However, this treatment will be reviewed in 2008/09 to ensure consistency across countries.



## Regularity Assertion

22. The Public Finance and Accountability (Scotland) Act 2000 imposes a responsibility on auditors that requires us to certify that, in all material respects, the expenditure and receipts shown in the accounts were incurred or applied in accordance with applicable enactments and guidance issued by the Scottish Ministers. We have been able to address the requirements of the regularity assertion through a range of procedures, including written assurances from the Accountable Officer as to his view on adherence to enactments and guidance. No significant issues were identified for disclosure.



# Governance

## Overview of arrangements

23. This section sets out our main findings arising from our review of Forest Enterprise Scotland governance arrangements. This year we reviewed:
- key systems of internal control
  - internal audit
  - aspects of information and communications technology (ICT).
24. We also discharged our responsibilities as they relate to prevention and detection of fraud and irregularity; standards of conduct; and the organisation's financial position (see paragraphs 9-10). Our overall conclusion is that arrangements within FES are sound and have operated through 2007/08.

## Shared services and common account areas

25. In the interests of an efficient audit approach, Audit Scotland is best placed to complete audit testing on common systems and accounts required at FC Headquarters in Edinburgh, for the audit of the Forestry Commission England, Wales & Great Britain financial statements. This also includes any audit coverage in the Mechanical Engineering Services, Forestry Civil Engineering and Plant and Seed Supply. This approach allows the National Audit Office and Wales Audit Office to focus their testing at Districts and Conservancies in England and Wales, together with testing the Forest Enterprise England and Forest Research accounts.
26. The arrangements are designed to:
- secure proper representation of the interests of the Comptroller and Auditor General, the Auditor General for Scotland and the Auditor General for Wales in forestry accounts laid before the respective Parliaments/Assembly
  - observe the public interest by delivering an efficient co-ordinated audit that avoids unnecessary duplication and expense
  - meet the Forestry Commission's expectation to deal with a single audit team wherever possible, given its single central accounting arrangements. Irrespective of the part played by different audit bodies, the audit should be integrated, resulting in a consistent audit view on accounting matters.



31. Audit Scotland carried out audit testing and provided assurance as agreed in detail with the other audit agencies for 2007/08 accounts.

## Scottish Forestry Strategy

27. The Scottish Government's Forestry Strategy makes a commitment to the publication of implementation plans containing delivery milestones aligned to available resources. Ministers have asked FCS to 'champion' strategy implementation. Recognising the crosscutting nature of forestry, the Strategy is based on four key principles

- Sustainable development – underpinned by sustainable forest management.
- Social inclusion – through helping to provide opportunities for all, and helping to build stronger communities.
- Forestry for and with people.
- Integration with other land users and businesses.

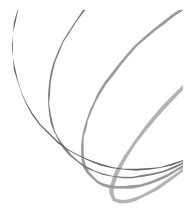
28. The first Implementation Plan was published in March 2007. This set out the actions which the 46 action partners (including FES) agreed to deliver in the first year. In March 2008, FCS published a progress report which records that 86% of the actions have been achieved and that indicator development is well underway.

29. The Scottish Forestry Strategy implementation plan 2008/11 contains over 140 specific action points for 2008-09 based around seven key themes:

- Tackling climate change
- Promotion of timber
- Business development
- Boosting community involvement
- Environmental quality
- Improving access and health
- Enhancing biodiversity.

30. The 2008 Progress Report recognises that five key developments during 2007/08 will impact upon Strategy outcomes:

- The 2007 spending review which made additional resource provision for forestry, particularly in relation to new planting and the Strategic Timber Transport Fund



- The new Scotland Rural Development Plan which aims to deliver more support for land-based industries
  - The more integrated approach to land use support being pioneered in the SEARS initiative
  - In early 2008 FES published a suite of District Strategic Plans, and a National Framework Strategic Plan, for consultation. These lay out priorities and directions for future management of the national forest estate in accordance with the directions laid out in the Scottish Forestry Strategy
  - The Scottish Government's desire to see rates of woodland creation increase to around 10,000ha/year.
31. The Scottish Forestry Strategy identifies a set of indicators for each key theme. These indicators will be used to gauge progress over life of the current strategy. We will continue to monitor progress against the Strategy as part of our ongoing audit responsibilities.

## Corporate Objectives

32. FCS published its corporate plan for 2008 – 2011 in April 2008. The plan records that the Scottish Forestry Strategy is the framework for taking forestry forward through the first half of the century and beyond. The plan also uses the seven themes identified in the strategy to identify priorities and set out the specific actions which FCS and FES are taking over the period 2008-2011 to help achieve this vision.
33. The delivery of the corporate plan objectives will be particularly challenging given the key developments arising during 2007/08 (see para 30 above) and risks to meeting the agreed financial target during the period. This is an area we will keep under review during our appointment.

## Key performance indicators

34. Nine key agency targets were set by the National Committee for Scotland for 2007/08 for FES. These targets were generally achieved however performance results against agreed financial targets and unit cost selected operations were mixed. By way of example:
- Total restocking activity unit cost of £2012 per ha was outwith the target of £1900 per ha
  - Net capital expenditure of £5.6 million was less than the target of £9.8 million
  - Total direct production unit cost (excluding haulage) of £11.46 per m<sup>3</sup> was outwith the target of £11.10 per m<sup>3</sup>.
35. Our 2006/07 report identified a lack of clarity over the alignment of financial targets with longer term overall aims and objectives for the agency. In responding to this issue, officers advised that the FES Framework Document was under review and that the opportunity would be taken during this process



to refresh the Key Agency Targets. Our follow-up enquiries have established that the FCS Corporate Plan 2008-2011 contains revised specific Key Agency Targets for the three year period.

## **Systems of internal control**

36. Key controls within systems should operate effectively and efficiently to accurately record financial transactions and prevent and detect fraud or error. This supports a robust internal control environment and the effective production of financial statements. In her annual report for 2007/08 the head of internal audit provided her opinion that, based on the internal audit work undertaken during the year, there was reasonable assurance on the adequacy and effectiveness on the systems of internal control.
37. As part of our audit we reviewed the high level controls in a number of FES systems that impact on the financial statements. Our overall conclusion was that key controls were operating effectively.

## **Prevention and detection of fraud and irregularities**

38. FES has appropriate arrangements in place to prevent and detect fraud, inappropriate conduct and corruption, including policies and codes of conduct for staff and Board members.
39. FES returned a nil fraud return for 2007-08 to Audit Scotland.

## **Internal Audit**

40. The establishment and operation of an effective internal audit function forms a key element of effective governance and stewardship. We therefore seek to rely on the work of internal audit wherever possible and as part of our risk assessment and planning process for the 2007/08 audit we assessed whether we could place reliance on the in-house internal audit function. We concluded that the internal audit service operates in accordance with the Government Internal Audit Manual and therefore placed reliance on their work in the following areas during 2007/08, as we anticipated in our annual audit plan.
  - Cash and Bank
  - Government Procurement Card
  - Salaries.

## **Statement on Internal Control**

41. The Statement on Internal Control provided by the FES Accountable Officer reflected the main findings from both external and internal audit work. This recorded management's responsibility for maintaining a sound system of internal control and set out FES's approach to this.



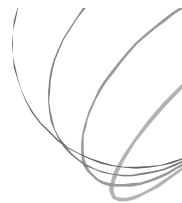
## Information and Communication Technology

### Application Systems Review

42. As part of our 2006/07 audit, we carried out an Application Systems Review of the eFinancials system. The report arising from the review set out a number of risks to the organisation and identified scope for improvement in a number of areas. Officers agreed to action the identified risk areas within an appropriate timescale. During 2007/08 these areas have been revisited to determine whether the agreed actions have been taken.
43. Our follow-up review identified that the following actions have been implemented:
- system desktop instructions have been updated and provided to all staff
  - user acceptance and data migration testing undertaken prior to the system upgrade to version 3.4 and Oracle 10g
  - user accounts are monitored to ensure they are up to date and all terminations and transfers have been actioned timeously.
44. Despite the above-mentioned progress, the following actions remain outstanding:
- the archiving of historical data project is now planned to commence during 2009/10
  - supplier maintenance procedures are now to be agreed and piloted by September 2008
  - the single sign on project is delayed until the review of information services governance is completed
  - business continuity plans are now to be formally documented and tested by December 2008.
45. We will continue to monitor progress made against those areas identified for improvement as part of our 2008/09 work.

### Computer Services Review

46. As part of our 2006/07 audit, we also carried out a Computer Services Review which identified scope for improvement in a number of areas. These areas were also revisited to determine whether the agreed actions have been taken.
47. Our follow-up review identified that a formal risk assessment of the Scottish Natural Heritage staff relocation to Silvan House has been undertaken. Our review also identified, however, that the following actions remain outstanding:
- ISO 27001 compliance project is now underway and will be completed by April 2009



- Strategy Development Programme including an updated IS Strategy will now be completed by April 2009
- Business Continuity Plans (BCP) are being developed throughout business areas and will be formally tested by December 2008.

48. We will continue to monitor progress made against those areas identified for improvement as part of our 2008/09 work:



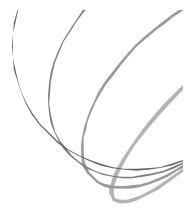


# Performance Management

49. Public audit is more wide-ranging than in the private sector and covers the examination of, and reporting on, performance and value for money issues. As part of our audit we are required to plan reviews of aspects of the arrangements to manage performance, as they relate to economy, efficiency and effectiveness in the use of resources.
50. Accountable officers also have a duty to ensure the resources of their organisation are used economically, efficiently and effectively. These arrangements were extended in April 2002 to include a duty to ensure 'best value' in the use of resources.

## Best Value developments

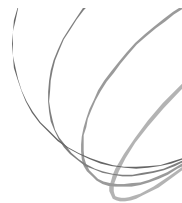
51. The positive impact of the Best Value concept in local government led Scottish Ministers to introduce a non-statutory Best Value duty on all public sector accountable officers (i.e. across health and central government) in 2002. This was reinforced by refreshed Ministerial guidance in 2006, highlighting the importance that the Scottish Government places on Best Value as a means of supporting public service reform.
52. That position was again re-iterated in the Scottish Government's recent response to the Crerar scrutiny review which credited the Best Value regime as a key driver of modernisation and improvement in public services. Audit Scotland is committed to extending the Best Value audit regime across the whole public sector and significant development work has taken place over the last year.
53. The framework for our proposed Best Value audit approach was agreed by Audit Scotland's Corporate Management Team in September 2007. It is based on the key principles of flexibility and proportionality; alignment and integration with our existing activities; being delivered within our existing resources, and with an evolutionary implementation.
54. Using the Scottish Government's nine best value principles as the basis for our audit activity, we have identified five priority development areas (Use of Resources, Governance and Risk Management, Accountability, Review and Option Appraisal, and Joint Working) for our initial development work.
55. Currently we are concentrating on the development of Use of Resources audit toolkits, focusing initially on Financial Management, Efficiency, and Information Management. These toolkits are being piloted in a sample of NHS and central government clients during 2007/08 and 2008/09. Developed toolkits will also be made available to public bodies to consider for self assessment.



56. The specific focus for forestry for 2007/08 was a self assessment using the Financial Management toolkit. This toolkit examined the leadership capacity within the organisation and the quality of plans and strategies in place. Whilst the organisation has generally rated itself as 'improving' over the five key themes of effective financial management, a number of areas for performance improvement have been identified, including:
- Preparation of monthly financial reports on a full accruals basis
  - the organisation's strategic measurable objectives to be integrated into performance management reporting and financial plan reporting mechanisms
  - a core competencies framework which includes financial skills is to be developed for progression through the organisation.
57. We will monitor progress made against those areas identified for improvement in the financial management study as part of our 2008/09 work.

## Efficiency

58. The FCS (including FES) target for the Efficient Government Plan for the three years 2005/06 to 2007/08 was £7.1 million of cash-releasing savings. The actual savings notified to the Scottish Government as achieved to 31 March 2008 were £8.1 million of cash releasing savings .
59. In the next three years budget settlement, FCS (including FES) is required to make a 2% per annum cash releasing efficiency savings. The FCS Delivery Plan for the 2008-11 Efficiency Programme records that it plans to sell those assets delivering least against Scottish Government objectives and reinvest the income (in excess of £10 million per annum for the next three years) on buying land and planting trees that better meet Scotland's needs. FES will play a key role in implementing these plans.
60. The Delivery Plan also records that although FCS plan to sell around £15 million of assets p.a., this will depend on market conditions and also their ability to purchase and plant appropriate land using these released funds. The combined savings over the next three years are significantly greater than the 2% target set by the Scottish Government. These will be challenging targets for forestry to achieve and we will keep developments in this area under review during 2008/09.



## Performance Management

61. The FCS corporate plan for 2008 – 2011 plan records that the Scottish Forestry Strategy is the framework for taking forestry forward through the first half of the century and beyond. The plan also uses the seven themes identified in the strategy (see para 28) to identify priorities and set out the specific actions which FCS (including FES) is taking over the period 2008-2011 to help achieve this vision.
62. FES have specific Key Agency Targets developed from the range of key performance indicators included in their Framework Document. These are included in the FCS Annual Report and Accounts.
63. From April 2008, FCS (including FES) introduced Accounting by Objectives into its financial planning system. The major change is that forestry will be able to identify spend on country objectives. The system will capture costs by Scottish Forestry Strategy objectives which will summarise to country outcomes. In addition there is an automatic link to the Scottish Government's strategic objectives. This is an important development and one which we will keep under review during our appointment.



# Looking Forward

64. Forest Enterprise Scotland faces a number of challenges in 2008/09, which include:

- International Financial Reporting Standards (IFRS) – As part of the UK Budget 2007 the Chancellor announced that the timetable for IFRS implementation was to be extended by a year with central government accounts in Scotland to become IFRS compliant with effect from the 2009/10 financial year. The Scottish Government have notified central government bodies that they will be required to produce shadow IFRS based accounts for the financial year in 2008/09, including a restated balance sheet as at 1 April 2008. A detailed timetable and list of requirements has now been provided by the Scottish Government. This process may require significant resource to complete and it will be important that the restatement is tackled early in 2008/09, with a plan in place to manage the transition.
- Scotland Performs – The Scottish Government is continuing to develop its approach to performance management based on a National Performance Framework and outcome agreements. The National Performance Framework is based on the outcome based 'Virginia-style' model of performance measurement and reporting. In support of this the Scottish Government has developed a new electronic tool and website to communicate to the public on Scotland's progress. This will include progress on overall delivery of the administration's purpose for Government, the five strategic objectives for Scotland and other aspects of the outcomes based National Performance Framework. We will consider how Forest Enterprise Scotland is addressing this developing area as part of the 2008/09 audit.
- Efficiency and future funding – Budgets for 2008/09 and the immediate future will need to be managed within a tighter funding regime. This includes significantly less scope for the application of end of year flexibility for the Government with HM Treasury until the next Spending Review; no option to transfer funds from capital to revenue; and the impact of the introduction of International Financial Reporting Standards (IFRS), particularly on PFI, leases and infrastructure accounting. The challenge for Forest Enterprise Scotland is to prioritise spending, identify efficiencies and review future commitments to ensure delivery of key targets and objectives.
- Data handling – The Scottish Government carried out a review of data handling arrangements in Scotland, in response to failures in UK government bodies procedures and practices during 2007. The review considered current policies and procedures on data protection, consistency with government standards and local arrangements for implementation of procedures. An interim report published in April 2008 made some initial recommendations and a final report is expected soon. We will monitor Forest Enterprise Scotland's response to the review and action taken as part of our 2008/09 audit.



- Single environment and rural service (SEARS) – This scheme to develop a closer, more efficient joint up approach of delivering the services of nine rural affairs departments was formally launched on the 20th June 2008 at the Royal Highland Show. Forest Enterprise Scotland have played a key role in developing the service and we will monitor the impact on the delivery on FES services in 2008/09.