



Scottish
Forestry
Coilltearachd
na h-Alba

Key Performance Indicators Annual Report

2022-2023

Scottish Forestry is the Scottish Government agency responsible for
forestry policy, support and regulation
S e Coilltearachd na h-Alba a' bhuidheann-ghnìomha aig Riaghaltas
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About this Key Performance Indicators Report

This is Scottish Forestry's third Key Performance Indicators (KPI) report. It lays out the measurements and definitions of our set of KPIs as laid out in our [Corporate Plan 2020-2023](#), and our performance against them to date.

This report is published on an annual basis, and sits alongside other documents which seek to monitor our progress as an organisation and increase our transparency and accountability as an organisation. The documents include our annual [Business Plan](#), our [Annual Report and Accounts](#) and our [Equality Mainstreaming Reporting](#). In time, they will sit alongside other reporting activities, such as those related to mitigating and adapting to climate change.

We will continue to measure these KPIs, and provide an update on an annual basis, prior to the development of our new Corporate Plan and Strategy, set to be published in 2024. Internal and external consultation will shape our our next suite of indicators to update the progress towards our updated strategic objectives, and which will improve our accountability and transparency as organisation.

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Strategic Objective	Key Performance Indicators	2020-21 Performance	2021-22 Performance	2022-23 Performance	Detail
SO1	1.1 Area of new woodland created under Scottish Forestry's administered grant incentives.	10,090ha against target of 11,350ha	9,850ha against target of 13,500ha	8,190ha against target of 15,000ha	8,020 ha of new woodland creation was achieved, with an additional 170 hectares created by Forestry and Land Scotland, against a Scottish Government target of 15,000 hectares.
	1.2 Area of native woodland created under Scottish Forestry's administered grant incentives	3,421ha against target of 3,000-5,000ha	4,362ha against target of 4,000ha	2,945ha against target of 4,000ha	2,945 hectares of native woodland was achieved (36% of the total of woodland creation) against a target of 4,000 hectares.
	1.3 Predicted carbon sequestration of projects validated to the UK Woodland Carbon Code	63 projects validated	64 projects validated	85 projects validated	85 projects validated. Predicted to sequester 1.7 Million tonnes of CO2 equivalent over their lifetime of up to 100 years, and deliver 1.3 million saleable carbon credits
	1.4 Area of forests and woodlands under long term forest plans or forest management plans	854,619ha as of March 2021	854,994ha as of March 2022	838,168ha as of March 2023	Reduction due to expiry of existing forest plans outstripping approval of new plans. Overall total area of 'managed land' (both woodland and non-woodland) has increased by 16.2k hectares due to FLS purchasing a large amount of unforested land last year.
SO2	2.1 Learning and Development Score from People Survey.	39%	39%	40%	40% for 2022, increase from 2021 score of 39%, against 55% Civil Service benchmark.
	2.2 Annual staff turnover levels.	12% (31 new starts and 23 leavers)	15.7% (30 new starts and 30 leavers)	9%	50 new starts and 21 leavers
	2.3 Short and long terms absence levels (short and long term Sickness Absences; Maternity; Career Break; Shared Parental Leave; Paid Special Leave; Unpaid Special Leave; Paid Leave and Unpaid Leave).	Sickness: 932 working days. Average 5.47 days per FTE lost to sickness. 1,934 days lost to other absence types. 13.1% of sickness instances were due to long term sickness (28 days or more).	Sickness: 1,358 working days. Average 6.52 days per FTE lost to sickness. 1,260 days lost to other absence types. 9.3% of sickness instances were due to long term sickness (28 days or more)	Sickness: 1,874 working days. Average 8.22 days per FTE lost to sickness. 1,225 days lost to other absence types. 4% of sickness instances were due to long term sickness (28 days or more).	

Strategic Objective	Key Performance Indicators	2020-21 Performance	2021-22 Performance	2022-23 Performance	Detail		
	2.4 People Survey employee engagement percentage score.	66% against Civil Service benchmark 66%	67% against Civil Service benchmark 66%	67% against Civil Service benchmark 65%	Employee Engagement Score for 2022 remained constant at 67% against Civil Service benchmark of 65%.		
	2.5 Equalities and Diversity mainstreaming information						
	2.5.1 Age breakdown of workforce	Not reflective of working age population	Not reflective of working age population	Not reflective of working age population	30% aged 39 and under; 70% aged 40 and over. Does not reflect age breakdown of working age Scottish population.		
	2.5.2 Gender split of workforce	Reflective of working age population	Reflective of working age population	Reflective of working age population	53:47 (female:male). Reflects the working age Scottish population.		
	2.5.3 Workforce by payband and gender	Limited gender diversity at senior level	Limited gender diversity at senior level	Limited gender diversity at senior level	Pay Band	Female	Male
					SSG1 & PB 1	0	* 1
					2	*	16
					3	14	21
					4	25	25
					5	34	22
					5 (Op)	*	5
					6A	10	6
					6B	33	7
					We do not have gender diversity at the senior level of the agency.		
	2.5.4 Disability status of workforce	Not reflective of working age population	Not reflective of working age population	Not reflective of working age population	7% of the workforce have declared as disabled Does not reflect the percentage of people with a disability within the working age Scottish population.		
	2.6.5 Ethnic category of workforce	Not reflective of working age population	Not reflective of working age population	Not reflective of working age population	3% of the workforce is from an ethnic minority background. Does not reflect the percentage of people from minority ethnic backgrounds in Scottish population.		

¹ * represents figures between 0 and 5 which are suppressed to avoid identifying individuals

Strategic Objective	Key Performance Indicators	2020-21 Performance	2021-22 Performance	2022-23 Performance	Detail
SO3	3.1 Percentage of requests for information processed within required timescales, covering Freedom of Information Requests Environmental Information Regulation Requests and Subject Access Requests.	98% against target of 95%	92% against target of 95%	92% against target of 95%	92% (47 of 51) of requests for information processed within required timescales. Narrowly below Scottish Government target of 95%; Scottish Government average for 2022/23 was 84% processed on time ² . 100% of reviews (3 of 3) processed within timescale.
	3.2 % of Ministerial, Official and Corporate correspondence responded to within agreed timescales	73%	68%	51%	51% (72 of 140) of Ministerial, Official and Corporate correspondence responded to within agreed timescales, missing the target of 95%. Comprises: <ul style="list-style-type: none"> 24 of 66 Ministerial correspondence on time (36%)* 32 of 53 Official correspondence (60%) 16 of 21 General correspondence (76%) <p>* Note: 58% of Ministerial correspondence items were submitted to Private Office by the agreed timescale</p>
	3.3 % of complaints responded to at frontline resolution stage within target time	No stage 1 complaints received. 57% of stage 2	20% of stage 1, 86% of stage 2	100% of stage 1, 62% of stage 2	100% (3 of 3) complaints received by National Office at stage 1 were responded to at frontline resolution stage within the target time of 5 working days, reaching the target of 95%. 62% of stage 2 complaints (8 of 13) were responded to within target time of 20 working days.
	3.4 % of annual recurrent grant claims that are paid in line with the published payment strategy	95.24%	96.37%	96.53%	Met legislative target for the Forest Grant Scheme, paying over 96.53% of value a month ahead of published target.

² [FOI and EIRs statistics | Scottish Information Commissioner \(itspublicknowledge.info\)](https://itspublicknowledge.info)

Key to Progress on Target	
	Target met or positive progress made
	Target not met or progress not made as expected, but with valid reasons behind this. Target expected to be met during next reporting period.
	Target not met or progress not made as expected, generating significant concern and action being taken.
	No target in place for this year. Baseline figures being established to benchmark reporting in future years.
	Due to an absence of information, it is not possible to establish whether target has been met or progress made.



Indicators relating to Strategic Objective 1

Ensure that sustainable forest management is an integral part of the public policy, particularly through leading and co-ordinating the delivery of Scotland's Forestry Strategy.

1.1 Area of new woodland created under Scottish Forestry's grant incentives

A woodland creation target for 2022-23 of 15,000 hectares was set by the Scottish Government's Climate Change Plan, composed of two elements: woodland created via the Forestry Grant Scheme, and woodland creation by Forestry and Land Scotland on the national forests and land.

Our KPI relates to the first element of the SG target: the area of new woodland created under Scottish Forestry's grant incentives. The published claim year results released by Forest Research in June 2023 stated that 8,020 hectares of new woodland was created by Scottish Forestry's grant incentives during 2022-23.

Regarding the second component of the SG target, an additional 170 hectares was created by Forestry and Land Scotland, giving an overall total of 8,190 hectares against a combined target of 15,000 hectares.

1.2 Area of native woodland created under Scottish Forestry's grant incentives

2,945 hectares of native woodland were created under Forestry Grant Scheme Woodland Creation options and Forestry Grant Scheme Natural Regeneration options through funding paid within the financial year 2021/22. In relation to woodland creation, this represents 36% of the total creation for 2022/23 reported under KPI 1.1. It excludes Forestry and Land Scotland and non-grant funded native woodland creation.

We have not succeeded in meeting the current commitment, as laid out in the Programme for Government, of creating 4,000 hectares of new native woodland per year.

1.3 Predicted carbon sequestration of projects validated to the UK Woodland Carbon Code

During 1 April 2022 to 31 March 2023, a further 85 projects were validated to the UK Woodland Carbon Code (WCC). Across the UK, these are predicted to sequester 1.7 Million tonnes of carbon dioxide equivalent over their lifetime of up to 100 years, and will generate 1.3 Million saleable carbon credits (1,227,000 in Scotland, 85,000 in England, 37,000 in Wales). This is a greater than 50% increase from 2021-22 when 0.88 Million saleable carbon credits were validated.

Scottish Forestry provides the framework for a carbon market to function, working with investors, carbon buyers, landowners and market intermediaries to increase private investment in new woodlands. The target is to increase the woodland carbon market by at least 50% between 2020 to 2025 as laid out in [Securing a green recovery on a path to net zero](#). The target equates to validating 0.4 Million 'saleable' credits each year, so 3 years into the period, we are on target to increase the size of the market by over 250% compared to the 50% target.

The framework is the [UK Woodland Carbon Code](#). New woodland creation projects are assessed by an independent body as to how much carbon they are going to take out of the atmosphere ('sequester'). Companies can then buy these carbon units from WCC projects to compensate for their UK-based emissions.

The number of projects being registered with the UK Woodland Carbon Code has returned to 382 in 2022-23 (slightly above 345 in 2020-21), after a peak of 826 in 2023-24. This was due to a strengthening of our additionality rules which came into effect from 1st October 2022. The number of projects being validated will increase in 2023-24 as a large number of 'registered' projects are due to complete third-party checks in the next 12 months.

1.4 Area of forests and woodlands under long term forest plans or forest management plans

The area of forests and woodland under an approved plan as of March 2023 totals 838,168 hectares, a decrease of 16,826 hectares from the 2022 figure of 854,994 hectares.

The decrease in managed area this year is due to more historic management plans expiring than new plans being approved and captured.

Despite the large decrease in managed woodland, the total area of 'managed land' (both woodland and non-woodland) has increased by 16,200 hectares. This is due to Forestry and Land Scotland purchasing a large amount of unforested land last year (c. 31,000 hectares) and bringing it under management.

An approved forest plan sets out the management objectives, and the forestry activities required to deliver a range of economic, social and environmental goods and services from a specific forest and woodland through sustainable forest management. As laid out in [Scotland's Forestry Strategy Implementation Plan 2020 to 2022](#), the promotion of UKFS-compliant plans ensures forests and woodlands are sustainably managed and resilient. Any applicant accessing grants for existing woodland within the Forestry Grant Scheme must have an approved forest plan.

We will continue to promote and support development of UKFS-compliant forest plans so that more forests and woodlands are sustainably managed and better integrated with other land uses to provide a more resilient, adaptable resource, with greater natural capital value, that supports a strong economy, a thriving environment, and healthy flourishing communities.



Indicators relating to Strategic Objective 2

Develop our people and culture to improve performance and resilience, building a dynamic, flexible and modern workforce which serves the forestry sector and wider Scotland well.

2.1 Learning and Development Score from People Survey

The Learning and Development score from the annual Civil Service People Survey increased by one percent in 2022 rising from 39% in 2021 to 40%. This score is below the Civil Service benchmark score of 55% and well below where the Agency wishes to be.

The Senior Executive Team agreed a Learning and Skills Development Strategy in November 2022. The Strategy articulates the Agency's commitment to developing and implementing robust systems and processes to ensure that learning and development needs are identified and addressed. A key performance indicator for the Agency is monitoring engagement with learning opportunities and evaluating impact.

The Agency has continued to invest in the establishment of a professional Learning and Skills Development team with the appointment of a Learning and Skills Development Manager in April 2022, Learning and Skills Development Officer in September 2022 and agreement to appoint an Administrator to support the team in 2023.

Throughout 2022 and quarter one 2023 the team worked with colleagues in Operational Delivery to develop and begin the delivery of an Assistant/Woodland Officer development programme. The programme was fully launched in spring 2023.

2.2 Annual staff turnover levels

On 1 April 2022, SF employed 221 staff members, the equivalent of 210.6 full time employees. SF had 50 new starts and 21 leavers between April 2022 and March 2023. Staff turnover stands at 9%.

2.3 Short and long terms absence levels

Between 1st April 2022 and 31st March 2023, staff were absent due to sickness for 1,874 working days (excluding Saturday and Sunday).

4% of instances of sickness absences were long term (28 days or more).

The average number of working days per FTE lost to sickness was 8.22. This is comparable to the [Scottish Government](#), where an average of 8.1 working days were lost to staff sickness.

1,225 working days were lost to other absence types, including Maternity; Career Break; Shared Parental Leave; Paid Special Leave; Unpaid Special Leave; Paid Leave and Unpaid Leave.

2.4 Employee Engagement Score

The People Survey % Employee Engagement Score for 2022 is 66%, which is a small decrease on the 2021 score of 67%. The Employee Engagement Score workplace approach designed to ensure that employees are committed to their organisation's goals and values, and are motivated to contribute to organisational success.

The decrease is marginal, however it underlines the importance of continuing to engage with our staff, sharing the Agency's goals, values and opportunities for personal and professional development.

2.5 Equalities and Diversity Information.

There are five indicators which are routinely monitored. A comparison with the working age Scottish population is provided.

Our workforce does not reflect the age breakdown of working age Scottish population. 71% of our workforce are over the age of 40 years. Less than 0.5% of current employees are under the age of 25 years. The Agency acknowledges that more needs to be done to attract and retain young people.

Age Breakdown	Age 16-29	Age 30-39	Age 40-49	Age 50-59	Age 60+
Scottish Population	27%	20%	20%	22%	11%
Scottish Forestry April 22	7%	21%	31%	34%	7%

2.5.2 Gender split of workforce

Our gender split reflects the working age Scottish population.

Gender split	Female	Male
Scottish Population (age 16-65)	51%	49%
Scottish Forestry April 22	53%	47%

2.5.3 Workforce by payband and gender

We have a good gender balance generally, however not at senior levels of the agency. 27% of our senior managers (PB3+) are women, a 3% increase on 2021-22. Our Gender Pay Gap is currently over 18%, which is a slight improvement from 2021-2022 when it was 20%. The Gender Pay Gap continues to be an area of focus for our Senior Executive Team who are committed to supporting women into Senior Management roles.

Workforce by payband and gender	Female	Male
SSG1 and Pay Band 1	0	*

Pay Band 2	*	16
Pay Band 3	14	21
Pay Band 4	25	25
Pay Band 5	34	22
Pay Band 5 (Ops)	*	5
Pay Band 6A	10	6
Pay Band 6B	33	7

2.5.4 Disability status of workforce

The disability status of our workforce is 7% of those who shared their status. This has remained steady from 2021.

Disability status	Disabled	Not Disabled	Unknown
Scottish Population (age 16-64)	21%	79%	N/A
Scottish Forestry April 22	6.8%	87.8%	6.8%

2.5.5 Ethnic category of workforce

Our workforce is fairly representative of the Scottish population in terms of ethnicity – 3% of our workforce is from an ethnic minority background, compared to 6% of the Scottish working age population.

Ethnic category	Ethnic Minority	White	Unknown
Scottish Population (age 16-64)	6%	94%	N/A
Scottish Forestry April 22	3%	5%	92%



Indicators relating to Strategic Objective 3

Become a more innovative, efficient and accessible organisation by delivering process improvements, and harnessing digital and technological solutions.

3.1 Percentage of requests for information processed within required timescales, covering Freedom of Information Requests Environmental Information Regulation Requests and Subject Access Requests.

92% of requests for information processed within required timescales. This does not meet the target of 95% of requests and reviews to be answered on time as agreed by the Scottish Government, but is higher than the Scottish Government average for 2022/23 of 84% of responses processed within required timescales³. The resource demands of individual information requests can vary widely depending on the scope of the request and the information being sought. 100% of review requests (3 of 3) were processed within timescale.

3.2 Percentage of Ministerial, Official and Corporate correspondence queries responded to within agreed timescales

51% of queries responded to within agreed timescales. 36% of Ministerial correspondence cases (24 of 66 cases)*, 60% (32/53) of Official correspondence and 76% (16/21) of Corporate correspondence cases were responded to within agreed timescales.

* Note: for Ministerial correspondence, SF has a 10 working day deadline to submit a draft response to the relevant Ministerial Private Office. Private Office then has 10 working days in which to review and either issue the response or return it for redrafting. The 36% figure quoted is for cases issued by the cumulative 20 working day deadline. 58% of draft responses were submitted to Private Office within the 10 working day deadline.

Of the late cases, the median response was 7 working days late.

SF has a target of processing 95% of Ministerial, Official and Corporate Correspondence within timescales.

3.3 Percentage of complaints closed at frontline resolution stage within target time

100% of complaints (3 of 3) were closed at frontline resolution stage within the target time of 5 working days. SF has a target of processing 95% of complaints on time.

It should be noted that this figure may not represent all stage 1 complaints, as stage 1 resolutions may take place at local office level without being reported to and recorded by SF National Office.

62% of stage 2 complaints (8 of 13) were responded to within target time.

³ [FOI and EIRs statistics | Scottish Information Commissioner \(itspublicknowledge.info\)](#)

3.4 Percentage of annual recurrent grant claims that are paid in line with the published payment strategy

Scottish Forestry successfully met the legislative target for the Forest Grant Scheme, paying over 95.24% of value a month ahead of the published target. The figure paid at 30 May 2023 was 96.53% of the total value available to be paid.

This exceeds the target set by Scottish Government of 95.24% for rural payments by 30 June 2023.

Annex A – Key Performance Indicator Definitions

This annex provides details for the measurement criteria for each KPI including:

- a description of what is being measured
- the source of data for the measurement
- the period of data over which it is being measured
- key definitions for what the KPI covers
- the criteria for change – the levels by which the KPI will be deemed to have improved, worsened or maintained when it is measured next year.

1.1 Area of new woodland created under Scottish Forestry's grant incentives

Description

This indicator measures the area of new woodland creation funded by SF's grant incentives in the financial year 2022/23 and cleared for draft SF annual reports in May/June of each year.

These are of new woodlands that will provide economic, environmental and social benefits.

Payments can be made for different species types, including:

- Conifer (predominantly Sitka spruce)
- Diverse conifer (species other than Sitka)
- Broadleaves (productive species at high stocking)
- Native Scots pine
- Native upland birch
- Native broadleaves
- Native low density

There are some targeted initiatives, including Small or Farm woodland; Agroforestry; Sheep and Trees; and Northern and Western Isles.

Source of Data

This data is sourced from SF's case management system, Casebook and SG Rural payments & services IT system (that FGS applications are administered on).

Definitions

Area of hectares of woodland created under FGS WC options and FGS Nat Regen option that was paid funding within the financial year 202/21. This includes claims accrued to this financial year and identified in the systems as items with a 2020 Claim Year.

Criteria for change

Ongoing and increasing area based SG targets for Woodland Creation.

1.2 Area of new native woodland created under Scottish Forestry's grant incentives

Description

This indicator measures the area of new native woodland creation funded by SF's grant incentives in the financial year 2022/23 and cleared for draft SF annual reports in May/June of each year.

Source of Data

This data is sourced from SF's case management system, Casebook and SG Rural payments & services IT system (that Forestry Grant Scheme applications are administered on).

Definitions

Area of hectares of native woodland created under Forestry Grant Scheme Woodland Creation options and Forestry Grant Scheme Natural Regeneration option that was paid funding within the financial year 2022/23. This includes claims accrued to this financial year and identified in the systems as items with a 2022 Claim Year.

The 2021 Programme for Government commits the Scottish Government to the creation of 4000 hectares of new native woodland per year.

Criteria for change

Ongoing and increasing area based SG targets for Woodland Creation and responsive to SG policy and Ministerial administration targets on target breakdown percentages between native and non-native tree species.

1.3 Predicted carbon sequestration of projects validated to the UK Woodland Carbon Code

Description

This indicator measures the predicted carbon sequestration of projects validated to the UK Woodland Carbon Code.

Source of Data

This data is extracted from the [UK Land Carbon Registry](#) a service provided by S&P Global to track UK carbon projects, carbon unit issuance, ownership and use. The register is a live database and summary data are extracted quarterly.

Further information on the Woodland Carbon Code is available at:

www.woodlandcarboncode.org.uk.

Data Period

Data are presented for the year 1 April to 31 March.

Definitions

Scottish Forestry provides the framework for a carbon market to function. The voluntary standard, initiated in July 2011, is for woodland creation projects that make claims about the carbon they sequester (take out of the atmosphere).

If a landowner wishes to calculate and sell or use carbon units from their woodland, then they need to be registered and validated by the WCC. Claims about potential carbon sequestration are validated by an independent body using information such as species, spacing, density, type of woodland, and soil management. Projects are then verified on a regular basis to confirm the progress of carbon sequestration.

Companies can then buy these carbon units from WCC projects to compensate for their UK-based emissions. The WCC provides reassurance about the carbon savings that customers' contributions may realistically achieve.

It is important to emphasise this is about new additional woodland creation, using the money from buyers of carbon. The majority of projects the WCC supports is native woodland.

Registration: Since 1/10/2022, projects have to register with the Woodland Carbon Code before work begins onsite. Between 1/7/2021 and 1/10/2022, projects had to register with prior to planting. Prior to this date, projects had to register within 2 years of the start of planting.

Validation: is the initial evaluation of a project or group against the requirements of the Woodland Carbon Code. Upon completion a project/group will receive a 'Validation Opinion Statement'. The project/group will then be validated for a period of up to 5 years.

Verification: Verification is the evaluation of a project as it progresses to confirm the amount of CO₂ sequestered to date as well as that it continues to meet the requirements of the Code.

Scottish Forestry also has responsibility for managing the UK Woodland Carbon Code on behalf of the Forestry Commission in England, the Welsh Government and the Northern Ireland Forest Service, so the data used covers the whole of the UK.

Criteria for change

In the [Securing a green recovery on a path to net zero: climate change plan 2018–2032 Update](#), it is laid out that Scottish Forestry and Forestry and Land Scotland will work with investors, carbon

buyers, landowners and market intermediaries to increase private investment in new woodlands in order to increase the woodland carbon market by at least 50% by 2025.

This KPI will be recorded as changing using the following criteria:

- Maintaining if the projected sequestration validated within the year is within 10% of the previous year's data
- Improving if the projected sequestration validated within the year is at least 10% greater than the previous year's data
- Worsening if the projected sequestration validated within the year is at least 10% less than the previous year's data

1.4 Area of forests and woodlands under long term forest plans or forest management plans

Description

This indicator measures the area of hectares of forests and woodlands currently managed under an approved UKFS compliant plan.

Source of Data

This data is sourced from Scottish Forestry's records of long term forest plans, management plans and Forestry and Land Scotland's land management plans.

Overview

This analysis requires a number of spatial datasets that cover activities related to the management of woodlands. Only those plans that are active at the relevant point in time should be included. The various datasets are then combined to get an area that can be considered to be the area of land covered by management plans. The final step is to combine this with the National Forest Inventory (NFI) dataset to derive a figure for this indicator.

Datasets

The following Scottish Forestry datasets are used to define areas under management:

- Rural Development Contracts (RDC) Forest Plans
- Forestry Grant Scheme (FGS) Forest Plans
- Management Plans (includes plans from both RDC & FGS)
- FGS Woodland Improvement Grant (WIG) Deer Management Plan
- FGS WIG WIAT Urban Management Plan
- FGS WIG Woodland Grazing Management Plan

N.B. There will be some degree of overlap in some of the spatial areas included in these datasets. The analysis process will “dissolve” any overlaps to avoid double counting.

Forestry & Land Scotland

Areas managed by Forestry & Land Scotland (FLS) will also be included in the analysis. The managed areas are covered by FLS Land Management Plans, however these are not available as a complete spatial dataset. Until these data are complete, the FLS Legal Boundary dataset shall be used, with the assumption that all FLS land is managed.

Forests and Woodland

The National Forest Inventory shall be used for purposes of this analysis.

Currency of datasets

The data used shall apply to the particular point in time that relates to the reporting period. The baseline figure will relate to 31/03/2021.

- RDC Forest Plans and Management Plans. Plans will be selected that were active on 31st March each year. Typically these plans are valid for 10 years.
- FGS Forest Plans and FGS WIAT Plans. Typically valid for 10 years. The earliest FGS Forest Plans were approved in 2016. Therefore all plans are currently valid but appropriate selection of data will be required for future analysis.
- All other FGS data (including deer and grazing plans). These should all be covered by a separate plan and are included for completeness. They can be regarded as being valid for 5 years.

- FLS Legal Boundary: An end of year legal boundary dataset is produced each year to reflect the FLS estate at the 31st March each year. This is typically available 1 – 2 months after the EoY. The appropriate end of year dataset will be used.

An annual update to the National Forest Inventory is scheduled to be published each year. The most recent annual update will be used in this analysis.

Long Term Forest Plan and Management Plan data can be found at <https://forestry.gov.scot/support-regulations/scottish-forestry-map-viewer>

FLS Land Management Plan data can be found at <https://forestryandland.gov.scot/what-we-do/planning/active>

NFI data can be found at <https://www.forestresearch.gov.uk/tools-and-resources/national-forest-inventory/>

Definitions

Area of hectares of forests and woodlands currently managed under an approved UKFS compliant plan. An approved plan sets out the management objectives, and the forestry activities required to deliver a range of economic, social and environmental goods and services from a specific forest and woodland through sustainable forest management.

Criteria for change

As laid out in [Scotland's Forestry Strategy Implementation Plan 2020 to 2022](#), the promotion of UKFS-compliant long term forest plans ensures forests and woodlands are sustainably managed and resilient.

An increase on the preceding year's figures is considered a positive contribution toward the delivery of Scotland's Forestry Strategy.

2.1 Learning and Development Score from People Survey

Description

This indicator reports the percentage Learning and Development Theme Score for Scottish Forestry employees who have completed the Civil Service People Survey.

Source of Data

This data is sourced from the results of the annual Civil Service [People Survey](#) conducted with Scottish Forestry staff in late Autumn.

Definitions

There are four Learning and Development Questions asked. The responses to these 4 questions are combined to give an overall % Learning and Development Theme Score.

1. I am able to access the right learning and development opportunities when I need to
2. There are opportunities for me to develop my career in my organisation
3. Learning and development activities I have completed while working for my organisation are helping me to develop my career
4. Learning and development activities I have completed in the past 12 months have helped to improve my performance.

Although this is a survey which measures the opinions of staff at a particular moment in time, it is nonetheless a helpful measure of what staff think about their access to learning and development opportunities.

Criteria for change

The results can be benchmarked against the previous year's Scottish Forestry score. It can also be compared with the Scottish Government Corporate Report score and the Civil Service Benchmark score for the current year.

2.2 Annual staff turnover levels

Description

This indicator reports a percentage figure for the staff turnover rate.

Source of Data

This data is sourced from I Trent, the Payroll and Human Resources management system which contains data on all SF employees. This data is provided by Forestry and Land Scotland (FLS). SF has a Service Level Agreement with FLS to provide a range of services, including Human Resources.

Definitions

The number of people leaving SF and the number of new starts between 1st April and 31st March is calculated.

To calculate the percentage for the staff turnover rate, the total number of people leaving is divided by the number of staff members.

Criteria for change

At this point, there is not a current target for staff turnover. This target will be set once there has been more analysis undertaken on exit data.

2.3 Short and long terms absence levels

Description

This indicator reports on staff short and long term sickness absence levels, as well as days lost to other absence types.

Source of Data

This data is sourced from I Trent, the Payroll and Human Resources management system which contains data on all SF employees. This data is provided by Forestry and Land Scotland (FLS). SF has a Service Level Agreement with FLS to provide a range of services, including Human Resources.

Definitions

Sickness absences are broken down in number of working days (excluding Saturday and Sunday). The percentage of sickness absences which are long term are identified. Long term sickness absence is an absence over 28 days. The average number of working days per FTE lost to sickness is calculated by dividing the number of working days lost by the number of FTE employees as of April 2022.

The number of days lost to other absence types include Maternity; Career Break; Shared Parental Leave; Paid Special Leave; Unpaid Special Leave; Paid Leave and Unpaid Leave is calculated.

Criteria for change

Sickness absences above an average of 9 working days per FTE would require scrutiny and action. Sickness absence levels will be benchmarked against the [Scottish Government](#).

2.4 People Survey employee engagement percentage score

Description

This indicator measures our Employee Engagement percentage score, a workplace approach designed to ensure that employees are committed to their organisation's goals and values, and are motivated to contribute to organisational success.

Source of Data

The data is sourced from the results for Scottish Forestry for the annual Civil Service [People Survey](#).

Definitions

Five questions in the People Survey are used to measure employee engagement:

- I am proud when I tell others I am part of my organisation
- I would recommend my organisation as a great place to work
- I feel a strong personal attachment to my organisation
- My organisation inspires me to do the best in my job
- My organisation motivates me to help it achieve its objectives

These responses are combined into a summary index score to tell you where us where our employees sit on a scale of very disengaged (0%) through to very engaged (100%).

Criteria for change

It is possible to benchmark the score against the Civil Service. It is also possible to compare it with the score of the previous year. It can be compared to the Scottish Government Corporate Report score as well.

2.5 Equalities and Diversity Mainstreaming Information

Description

A range of indicators in relation to equalities and diversity are reported.

Source of Data

Some data has already been compiled as part of the [Scottish Forestry Equality Mainstreaming Report](#). Additional data was sourced from I Trent, the Payroll and Human Resources management system which contains data on all SF employees. This data is provided by Forestry and Land Scotland (FLS). SF has a Service Level Agreement with FLS to provide a range of services, including Human Resources.

Definitions

There are five indicators which will be routinely monitored, as they relate to commitments given within the Equality Mainstreaming Report.

- Age breakdown of workforce
- Gender split of workforce
- Workforce by payband and gender
- Disability status of workforce
- Ethnic categories of workforce

Criteria for change

In our Equality Mainstreaming Report we make the commitment that “our workforce increases in diversity to reflect the communities we serve and the general population of Scotland by 2023.” We will make comparisons to Scottish Population data available through the [Scottish Government Equality Outcomes and Mainstreaming Report Employee Equality Data Annex](#) to track progress towards this commitment.

3.1 Percentage of requests for information processed within required timescales, covering Freedom of Information Requests Environmental Information Regulation Requests and Subject Access Requests

Description

This indicator measures the number of Freedom of Information Requests, Environmental Information Regulation Requests and Subject Access Requests received and answered within statutory timeframes during the financial year. A target of 95% of requests and reviews to be answered on time has been agreed by the Scottish Government.

Source of Data

Data sourced from the MiCase correspondence system; this is a corporate system that has been developed and introduced by Scottish Government for recording and managing all Freedom of information (FOI) requests, Ministerial and general correspondence and complaints. The system records actions, allocation to case officer and generates deadlines in line with statutory requirements and SG policy; the system can also produce performance metrics. Scottish Forestry has been using MiCase since it became an agency in April 2019.

Definitions

The Freedom of Information (Scotland) Act 2002 (FOISA) is an Act of the Scottish Parliament which gives everyone the right to ask for any information held by a Scottish public authority.

The Environmental Information (Scotland) Regulations 2004 (the EIRs) come from a European Directive on access to environmental information. The EIRs give everyone the right to ask for environmental information held by a Scottish public authority (and some other bodies).

The statutory target time for responding to Freedom of Information Requests and Environmental Information Regulation Requests is 20 working days. The first working day is the day after the request has been received. A working day means any day other than a Saturday, Sunday, or public holidays and bank holidays.

A Subject Access Request is a request made by or on behalf of an individual for the information which they are entitled to ask for under Article 15 of the UK GDPR. This can be made verbally or in writing, including by social media. This will include confirmation that we processing their personal data; a copy of their personal data; and other supplementary information.

The target time for responding to a Subject Access Request is no later than one calendar month, starting from the day the request is received.

Criteria for change

As SF has a target of processing 95% of FOIs on time, the criteria for change can be described as:

- Maintaining standards if 95% request and review responses are processed on time
- Improving standards if more than 95% of request and review responses are processed on time
- Worsening standards if less than 95% of request and review responses are processed on time.

3.2 Percentage of Ministerial, Official Corporate correspondence queries responded to within agreed timescales

Description

Number of Ministerial, Official and Corporate correspondence requests received during the financial year and answered within the Scottish Government timescales. A target of 95% of Ministerial, Official and Corporate correspondence requests to be processed on time has been agreed by the Scottish Government.

Source of Data

Data sourced from the MiCase correspondence system, developed and introduced in 2019 by the Scottish Government for recording and managing Ministerial and general correspondence. The system records actions, allocation to case officer and generates deadlines in line with statutory requirements and SG policy; the system can also produce performance metrics. Scottish Forestry has been using MiCase since it became an agency in April 2019.

Definitions

Ministerial correspondence is when a letter is written to a Scottish Government minister from either an MP/MSP/Councillor/Chief Executive or a constituent of the relevant Minister. The Agency drafts a response for the Minister to review and approve within the deadline (20 working days).

Official correspondence is when someone from the general public writes to a Scottish Government minister. If they are not a constituent, the letter is allocated to the relevant SG Division/Agency to respond on the Minister's behalf within the deadline (20 working days).

Corporate correspondence is when someone from the general public writes to the SG Division/Agency, and a response will be sent within the deadline (20 working days).

Criteria for change

As SF has a target of processing 95% of Ministerial and Corporate Correspondence Requests on time, the criteria for change can be described as:

- Maintaining standards if 95% request and review responses are processed on time
- Improving standards if more than 95% of request and review responses are processed on time
- Worsening standards if less than 95% of request and review responses are processed on time.

3.3 % of complaints responded to at frontline resolution stage within target time

Description

The number of stage 1 complaints received during the financial year and answered within the SPSO's timeframe for complaints handling. This has been updated from the previous year's definition of 'resolved at frontline resolution stage', as complaints may not be resolved at frontline stage but can be escalated to further stages.

Source of Data

Data sourced from the MiCase correspondence system; this is a corporate system that has been developed and introduced by Scottish Government for recording and managing complaints. The system records actions, allocation to case officer and generates deadlines in line with statutory requirements and SG policy; the system can also produce performance metrics. Scottish Forestry has been using MiCase since it became an agency in April 2019.

Definitions

As described in our published Model Complaint Handling Procedure, a complaint is any expression of dissatisfaction about our action or lack of action, or about the standard of service provided by us or on our behalf

Criteria for change

The number of complaints per se is not necessarily a good metric; a rise in one particular business area or on a specific issue is. The best metric for the organisation, at the current time, is the number which are processed on time, i.e. within the 20 working day time limit.

SF has a target of processing 95% of complaints on time.

3.4 Percentage of annual recurrent grant claims that are paid in line with the published payment strategy

Description

This indicator measures the percentage of annual recurrent claims for Forestry Grant Scheme that were actually paid within the target set out within the Scottish Government's (SG) Rural Payments strategy document.

Some grants for forestry activities are paid on a repeated basis over a number of years, and are described as annual recurrent grants. Payments are made to customers the year after the work has been undertaken by the grant recipient. There is a target for ensuring these grants are paid out between April to June the following year. This is set by SG each year.

Source of Data

This data is sourced from spreadsheets collated by SF NO Operational delivery and RPID payment teams from information recorded on SG Rural payments & services IT system and manual records required for all manual payments and succeeded contracts.

Definitions

For claims submitted on the 2020 SAF (Single Application Form) process, they cannot be paid, legally, until the following calendar year. EU regulations stipulate that 95% of claims must be paid in the first 6 months to prevent a disallowance. SG set a payment target (that they published to customers) which, for FGS was that 95.24% by 30 June 2021.

Criteria for change

SG set timetable and percentage levels to meet for all rural sector annual recurring payments on an annual basis.