



Scottish  
Forestry  
Coilltearachd  
na h-Alba

# Corporate Plan Consultation Analysis Report

February 2020

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  
na h-Alba a tha an urra ri poileasaidh, taic agus riaghladh do choilltearachd



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## Introduction - Scottish Forestry

The Forestry and Land Management (Scotland) Act 2018 was commenced in April 2019. This means that forestry is now fully devolved and accountable to Scottish Ministers and the Scottish Parliament.

As part of this change, new Scottish Government agencies were formed to take forward the work previously undertaken by Forestry Commission Scotland (FCS). Scottish Forestry (SF) was established on 1st April 2019 as the Scottish Government agency responsible for policy, support and regulation of forestry; a function previously undertaken by FCS.

## The Draft Corporate Plan

SF is developing its first Corporate Plan, due for publication in April 2020, it sets out our proposed direction of travel and priorities for the next three years, outlines our proposed purpose and role, and the three Strategic Objectives that will frame the delivery of our work.

Publication of the Plan was delayed following the Covid-19 pandemic. The Plan was reviewed and issued in June 2020.

The priorities on how we will deliver our objectives are directly aligned to the Scottish Government's purpose and outcomes. Activities are designed to contribute to the wider National Performance Framework, and the United Nations Sustainable Development Goals.

The Scottish Forestry Framework Document, published in April 2019, sets out how SF will function as an executive agency of the Scottish Government and defines its relationship with Scottish Ministers. The Framework Document stipulates:

*"The Corporate Plan will set out Scottish Forestry's outcomes and targets; high level performance indicators; and give an overview of how it will deliver these over the Plan period in line with the Scottish Government's Purpose and National Outcomes set out in the National Performance Framework."*

The Draft Corporate Plan draws on the knowledge, expertise and experience of Scottish Forestry. Staff and stakeholders were involved in the development of the Draft Corporate Plan through a series of workshops; the Plan also builds on the work undertaken by Scottish Government on the Forestry Strategy 2019-2029.

At the core of the Plan are three Strategic Objectives designed to guide our work over the next three years. These Objectives will ensure that our people are skilled and supported by appropriate process and resources, including digital to deliver an improved service and help us achieve our purpose of sustainable management and expansion of forests and woodlands to deliver more for Scotland.

## The Consultation

An online four week public consultation began on 8 January 2020. The purpose of this consultation was to seek the views of anyone with an interest in the policy, support and regulation that underpins forestry in Scotland.

The draft plan was published on the Scottish Government Publication page together with a link to the consultation questionnaire hosted on the Citizens Space portal. The consultation questionnaire typically asked respondents to indicate how strongly they agreed/disagreed with the provision in the plan (tick box) and then invited further feedback. The questions covered:

- Introduction to SF
- Our purpose
- Each of the three strategic objectives and their priorities and activities
- Performance
- Equality and Diversity
- Any final comments.

All views received helped us to test and further refine the draft plan before publication in June 2020.

## Consultation response

In total, 55 responses were received.

The organisations responding comprised:

- Public bodies and agencies: national, local, partnerships
- Representative and special interest groups: professional/commercial, sports and recreation, environmental/conservation
- Charities: mainly conservation/environmental/heritage, but also sport/wellbeing

**Table 1: Consultation response**

Individuals	32
Organisations	23
<b>Total</b>	<b>55</b>

**Table 2: Responses to each question**

Role of Scottish Forestry	50	Strategic Objective 2	47
Purpose	49	Strategic Objective 2 - Priorities	48
Strategic Objective 1	50	Strategic Objective 2 - Activities	46
Strategic Objective 2	45	Performance	
Strategic Objective 2 - Priorities	44	Equality and Diversity	
Strategic Objective 2 - Activities	43	Other Comments	
<b>Base</b>	<b>55</b>	<b>Base</b>	<b>55</b>

## Summary of the response

The overall response to the Draft Plan was positive. Table 3 summarises the responses to the core questions.

**Table 3: Support for the Plan**

		Agree Strongly	Agree slightly	Disagree Slightly	Disagree Strongly	Don't know	Not Answered
Introduction,		18	19	6	7	0	5

role, structure							
Purpose		17	17	8	6	1	6
Strategic Objective 1		26	14	3	6	1	5
Strategic Objective 2	Agree with the Objective	22	14	3	5	1	10
	Agree with the activities	21	11	3	3	6	11
	Agree with the Priorities	22	10	3	2	6	12
Strategic Objective 3	Agree with the Objective	25	11	1	5	5	8
	Agree with the activities	25	13	2	6	2	7
	Agree with the Priorities	18	19	0	5	4	9

## SF corporate structure

**Question: To what extent do you agree that the Corporate Plan provides a good introduction to the organisation, its role and the structure of Scottish Forestry?**

**Table 4: To what extent do you agree the Plan provides a good introduction to SF**

	Total	Individuals	Organisations
Agree strongly	18	8	10
Agree slightly	19	13	6
Disagree slightly	6	6	1
Disagree strongly	7	4	2
Don't know			
<b>Base</b>	<b>50</b>	<b>31</b>	<b>20</b>

33% of respondents agreed strongly and 35% agreed slightly that the plan provided a good introduction to the organisation.

There were 29 comments received, which summarised below.

- **More prominence given to broader themes:** Some respondents wished to see the broader themes to have more focus, including: the economic and social impacts of forestry on the rural community; the climate and nature emergency; urban forestry; landscape connectivity and integration; and our historic environment.
- **Difference between Scottish Forestry and Forestry and Land Scotland:** There were a number of comments about the need to clarify the history and origins of Scottish Forestry and how it differs to Forestry and Land Scotland.
- **More detailed information:** More detailed information was requested, such as: where Scottish Forestry sits in relation to other Scottish Government land use divisions; a description of each function; the budget per function; biographies of the non-executives; and as it is a public facing organisation, staff contact details.
- **Impact as an organisation:** More information on our impact as an organisation, both socially (such as on rural economy) and in terms of climate change/adaptability (move towards net-zero emissions).
- **Performance and Monitoring:** There were a number of suggestions made as to what we should monitor, including our impact on Scottish Landscape; the planting undertaken by private sector; and the impact of UKFS on biodiversity.
- **Specific actions to be undertaken:** There was some feedback that the Corporate Plan was 'too vague' and comments made of specific actions which should be undertaken. This includes information to be made through website (such as contact details and our historical context); landscaping of commercial woodlands; consultation with communities; assessment of flood risks in connection with over-felling; and the changes arising from Brexit.

It should be noted that one person believed they were responding to the Forest and Land Scotland (FLS) Corporate Plan. Their comments have been passed to FLS. This does however, reinforce some comments from other respondents who suggested that there needs to be greater clarity between the role of Scottish Forestry, and that of Forestry and Land Scotland.

**Question: To what extent do you agree with the Purpose contained in the Corporate Plan?**

*Purpose:*

*The sustainable management and expansion of forests and woodlands to deliver more for Scotland*

**Table 5: To what extent do you agree with the Purpose contained in the Corporate Plan?**

	Total	Individuals	Organisations
Agree strongly	17	9	8
Agree slightly	17	11	6
Disagree slightly	8	6	0
Disagree strongly	6	4	4
Don't know	1	1	0
<b>Base</b>	<b>49</b>	<b>31</b>	<b>18</b>

Base 49 31 18

31% of respondents agreed strongly and 31% agreed slightly with the Purpose.

- **Wording of Purpose:** Many agreed this is a succinct statement that clearly defines the purpose of the agency. However, some felt that we should describe what 'more' means, covering the economic, environmental and social benefits to be expected from public investment in forestry. Some respondents had suggestions of other wording, such as including 'integrated land use' or "...more for the people of Scotland". It was suggested that as Scottish Forestry does not manage forests or land for expansion, there needed to be a qualifier verb, such as "support" or "facilitate".
- **Incorporate different interests:** Most of the respondents wanted the purpose to address the issue or cause that they had a particular interest in, either as an individual or organisation. This included integrated land use and management; biodiversity; the historic environment; public benefits; health and wellbeing; native woodlands; climate change; social and economic benefits; and local communities/businesses.
- **Address specific issues:** Some respondents felt this section should address specific issues, such as the rural infrastructure; carbon and pollution; and deer and fencing.
- **Additional role of Scottish Forestry:** Several respondents felt that Scottish Forestry had an important promotional and co-ordinating role, facilitating networking; leading long-term strategic thinking; and providing guidance and support to a broad range of stakeholders.
- **Land managers:** Reference should be made to land managers rather than land owners.
- **Strategy documents:** Other strategic references were suggested, including the National Walking Strategy and the Land Reform (Scotland) Act 2013.

## Strategic Objective 1

**Questions: To what extent do you agree with Strategic Objective 1 as a priority for our work over the next three years?**

*Strategic Objective 1: Ensure that sustainable forest management is an integral part of public policy, particularly through leading and co-ordinating the delivery of Scotland's Forestry Strategy.*

**Table 6: To what extent do you agree with Outcome 1?**

	Total	Individuals	Organisations
Agree strongly	26	13	13
Agree slightly	14	9	5
Disagree slightly	3	5	1
Disagree strongly	6	2	1
Don't know	1	1	0
<b>Base</b>	<b>50</b>	<b>30</b>	<b>20</b>

### General comments

80% of the respondents who answered the tick box question said they agreed with Outcome 1, either strongly or slightly. There was feedback on a number of themes, outlined below.

- **Partnership and Engagement:** The main area of feedback was in relation to the importance of partnership work and continued engagement at a local and national level to achieve this objective. Respondents suggested this must include representation from those working in the environmental field including various marine and river organisations; outdoor sports and recreation; the broader forestry sector ranging from NGOs (such as Trees for Life and Woodland Trust); national partners such as FLS; private estates; and cultural and historical environment interests. It was also noted that engagement with communities must be undertaken to ensure productive forestry becomes a recognised and valued activity.
- **Broader themes:** Again, there was feedback that the broader themes of land use; biodiversity and the impact of forestry on wider eco systems such as water courses; social forestry and work with communities; and the connection between the outdoor recreation and good physical and mental health must be taken into account in the work that Scottish Forestry undertakes. To address the broader themes, it was suggested that Scottish Forestry could consider producing topic based themes alongside stakeholders, such as a Biodiversity Strategy.
- **Reference to Strategic Documents:** Reference to be made with to the Land Use Strategy, National Ecological Network and National Planning Framework 3. Links should also be made with other plans, such as the Forestry and Wood Processing Sector Plan.
- **Sustainable Forest Management:** It was felt this needs to be clearly referenced and defined in the Corporate Plan, and must apply to both new and existing woodlands. There should be reference made to Scottish Ministers' commitment to SFM and Scottish Forestry needs to review and enhance UKFS.
- **Performance Management Framework:** There were different suggestions for our PMF, including the application and compliance of UKFS; increase in % of woodland in good condition for biodiversity; Biodiversity Net Gain; and link to Monitor Wood Scheme.
- **Specific activities to be taken forward:** A range of activities were suggested that should be taken forward, including ensuring funding mechanisms recognise the importance of environment improvement and restoration; review WIAT grants; regional guidance on how to determine 'the right tree in the right place'; sustainable transport infrastructure; and encourage tree canopy cover in urban areas.
- **Scotland's Forestry Strategy Implementation Plan:** It was noted that this has not yet been published and yet will determine the activities in relation to this objective.
- **Specific content and wording of document:** Some suggestions were made to specific content/wording. It was felt a number of SD goals were missing (8, 9, 10, 11, 16 and 17). refer to climate 'emergency'; and rewording was suggested as it is cumbersome and lacks clarity.



## Strategic Objective 2

**Questions: To what extent do you agree with Strategic Objective 2 as a priority for our work over the next three years?**

*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.*

Most (36) of the respondents who answered the tick box question said they agreed with Outcome 2, with 22 saying they strongly agreed; while a fifth (9) said they disagreed.

**Table 7: To what extent do you agree with Strategic Objective 2?**

	Total	Individuals	Organisations
Agree strongly	22	12	10
Agree slightly	14	10	4
Disagree slightly	3	5	0
Disagree strongly	5	2	1
Don't know	1	0	1
<b>Base</b>	<b>45</b>	<b>29</b>	<b>16</b>
<b>To what extent do you agree with the priorities associated with this Objective</b>			
	Total	Individuals	Organisations
Agree strongly	21	11	10
Agree slightly	11	7	4
Disagree slightly	3	3	0
Disagree strongly	3	3	0
Don't know	6	5	1
<b>Base</b>	<b>44</b>	<b>29</b>	<b>15</b>
<b>To what extent do you agree with the activities associated with this Objective</b>			
	Total	Individuals	Organisations
Agree strongly	22	12	10
Agree slightly	10	7	3
Disagree slightly	3	2	0
Disagree strongly	2	3	0
Don't know	6	5	1
<b>Base</b>	<b>43</b>	<b>29</b>	<b>14</b>

### General Comments, Priorities and Activities.

A number of common themes came out of comments made in general and in relation to the priorities and activities, and these are summarised together below.

- **Engagement:** Engagement was a key theme in relation to this Strategic Objective. This included rural communities, and building the relationship between Scottish Forestry and remote mountain and island communities where forestry can play an important role in the local economy.
- **Staffing:** There was recognition of the challenges of recruitment and retention across the industry, and a feeling that Scottish Forestry is well placed to lead and co-ordinate action. It was felt that staffing has to be adequately resourced, with fair wages and contracts which reflect living expenses, as well as their expertise. It was felt the industry as a whole needs to ensure that there are staff available to work in policy, regulation and support and Scottish Forestry should invest in staff and corporate culture to attract talent, retain current staff and develop future staff. Respondents said that partnership work will be essential, such as working with Scottish Environment LINK, the Institute of Chartered Foresters, and Royal Scottish Forestry Society, to develop initiatives in training and apprenticeships. There were a range of views expressed on whether practical forestry experience was necessary; or whether a diversity of skills/disciplines should be recognised and forestry teaching and professional techniques and skills development



must keep pace with developments in sustainable forest management, and advancements in the sector as a whole.

- **Diversity and Inclusion:** Some of the comments made as part of this consultation makes it clear that equalities and diversity awareness must be raised within the forestry sector. The social forestry programme not only enables inclusivity, but hits other government outcomes such as improved mental health and recovery time. This includes not only making biking and walking trails available, but enabling wider access to the outdoors for health and wellbeing.
- **External Approach:** In dealing with businesses and stakeholders, staff must be transparent, consistent, proportionate and accountable. Develop community based management of woodlands, encouraging Woodland Officers to engage with local communities and encourage tree planting and grant applications. Improved integration and engagement with include others involved in land use including farmers, deer stalkers and gamekeepers.

## Strategic Objective 3

**Questions: To what extent do you agree with Strategic Objective 3 as a priority for our work over the next three years?**

*Strategic Objective 3 - Become a more innovative, efficient and accessible organisation by delivering process improvements, and harnessing digital and technological solutions.*

Most (36) of the respondents who answered the tick box question said they agreed with Outcome 3, with just over half saying they strongly agreed. Just 6 said they disagreed.

Table 8: To what extent do you agree with Outcome 3?			
	Total	Individuals	Organisations
Agree strongly	25	13	12
Agree slightly	11	8	3
Disagree slightly	1	5	0
Disagree strongly	5	0	1
Don't know	5	4	1
<b>Base</b>	<b>47</b>	<b>30</b>	<b>17</b>
To what extent do you agree with the priorities associated with this Strategic Objective Outcome?			
	Total	Individuals	Organisations
Agree strongly	25	13	11
Agree slightly	13	8	5
Disagree slightly	2	5	0
Disagree strongly	6	0	1
Don't know	2	4	1
<b>Base</b>	<b>46</b>	<b>30</b>	<b>18</b>
To what extent do you agree with the priorities associated with this Strategic Objective Outcome?			
	Total	Individuals	Organisations
Agree strongly	18	13	5
Agree slightly	19	8	11
Disagree slightly	0	5	0
Disagree strongly	5	0	0
Don't know	4	3	1
<b>Base</b>	<b>47</b>	<b>29</b>	<b>17</b>

### General Comments, Priorities and Activities.

A number of common themes came out of comments made in general and in relation to the priorities and activities, and these are summarised together below.

- **Forestry to meet a wide range of goals:** There was considerable feedback on the need to take into account the wider environmental, social and sustainability requirements of forestry, and not solely productivity and efficiency. This includes making an assessment of the carbon emissions of the forestry industry at each stage, and balance decisions with potential of environmental/social harm; and creating smaller, wildlife friendly habitats.
- **Feedback on Grant Processes:** There was extensive feedback on grant processes, with the main areas of concern being faster; more flexible payments which take into account tree planting and can be delayed for many reasons; making it easier for people to access grants (for smaller planting schemes); to develop an outcomes based approach and linking grants to wider Scottish Government goals/policies; ensure grants reflect a collaborative and integrated land management approach; and take into account post EU membership issues.
- **Ensuring that Scottish Forestry is compliant with relevant laws and regulations:** There was considerable concern expressed over this – most people felt that this should be a 'given'.

- **Engagement:** Feedback included the need for local experienced personnel to be consulted as processes are changed and developed. Ensure that forest managers engage with local authorities and communities on issues such as woodland creation and timber transport.
- **Sustainability of Organisation:** Work should be undertaken to assess the sustainability of our own organisation, such as reducing our broader environmental footprint, undertaking activities such as reducing the emissions of our fleet.
- **Performance Management Framework:** It was felt that reporting, accountability, and continuous improvement should be central to Scottish Forestry. In developing our performance management framework, our current standards will need to benchmark progress. Assessment of the strengths and weaknesses of the wider forestry industry should be undertaken. Making data available to public and key stakeholders.
- **Specific activities to be taken forward:** Other specific activities were suggested which should be taken forward, such as social forestry and community engagement; Public Registers System; hitting equalities target and harnessing younger talent; work on how the historic environment can be managed, evaluated and reported; more independent complaints handling; making better use of existing biodiversity data; enabling recreational access to land; and enabling raised awareness of planned fellings.

## Questions: Performance

*It will be important for us to be able to demonstrate performance against our Strategic Objectives, and we asked respondents to provide suggestion of where they thought reporting would be helpful.*

We received very positive responses to this question, however, many respondents acknowledged that KPI need to be based, at least in the short term, on information which is already available. A whole range of indicators were suggested.

### **Suggested Indicators:**

#### *Wider Environment/Biodiversity/Land Use:*

- Woodland creation, re-stocking and compensatory planting rates achieved
- Total tree planting figures are captured, including species data - Native Woodlands, Mixed Farm or Policy woodland, Softwood forest, Energy forest, shelter belts, riparian woodland and hedgerow trees
- Number felled trees per annum after initial 5 year implementation
- Increasing the natural capital value of Scotland woodlands
- Impact of felling and regrowth
- Integration of forestry with other land uses
- Ecological connectivity and development of woodland networks using Habitat Map of Scotland (HabMoS)
- Ancient woodland inventory
- Protection and expansion of ancient semi-natural woodland
- Montane scrub Habitat Action Plan targets
- How forestry in Scotland is contributing to the nation's overall sustainability
- Impact of sheep farming and cattle farming on the areas
- Impact of contractor deer culls on local businesses
- Impact of the reduction of deer numbers on tourism and local business
- Reduction in the use of fencing, as a result of better deer management
- Rates of wildlife
- More refined flood alleviation grants
- Wider natural capital payment mechanisms
- Cases of UKFS being applied 'beyond compliance' level
- Land use as a carbon sink
- Disease management
- Mitigation of identified impacts on Historic Environment

#### *Economic:*

- Tourism and local economy
- Increase in rural employment

#### *Customer Service:*

- Timescales for progressing woodland creation or woodland improvement grant applications
- Timelines for payment of FGS grants, capital and annual recurrent grant payment claims
- Submitted V submitted not yet approved applications
- Claimed options
- Answered questions within 3 days or less
- Customer perceptions of service delivery performance (through surveys and/or creation of service users group)
- Customer charter/turnaround metrics
- Planting grant and felling licence approvals
- Number of complaints
- Amount of timber still left lying on site 6 weeks after harvesting
- Harvesting/planting contract completed to an agreed standard

*Engagement:*

- General public opinion of forestry
- Local opinions of communities affected by forestry development
- Responsiveness/performance of statutory consultees
- Level of outreach to inform members of the public where and how to report concerns about possible breaches of compliance.
- Level of outreach to members of the public to help them engage with the Public Consultation system
- Level of outreach to members of the public offering opportunities to learn about forestry

*Social Forestry:*

- Numbers of people who complete Branching Out
- Numbers of people discharged from services after graduating Branching Out
- Branching Out participants complete a John Muir Award
- Testimony from participants, healthcare staff on Branching Out programme
- Reductions in drug use of those in Branching Out programme

*Organisational:*

- Net zero countdown
- Carbon reduction targets
- Life cycle approach for procurement and disposal of waste / goods.
- Employee satisfaction/happiness
- Retention of personnel over 2 years
- Levels of staff output
- Staff continuous professional development
- Compliance management
- Measures of illness
- Absenteeism
- Staff diversity and equalities
- Levels of innovation adopted
- Legal compliance
- Flexible working amongst staff
- Promotion of female staff
- Staff survey
- Safety
- Governance
- Transparency
- Openness
- Value for money
- Assessment of performance within budget

## Equality and Diversity

*Question: Are there any actions we should consider in relation to our outcomes and activities to ensure we are inclusive and advancing opportunities for people from different equality groups or for people from different socio-economic backgrounds?*

21 people either replied 'no' or 'no comment' to these sections. However, some feedback was obtained on a number of different themes. This is summarised below

- Raising awareness of equality and diversity issues in industry: Some of the comments received make it clear that raising awareness of equality and diversity issues within the industry will be important to address negative attitudes and diversity imbalance.
- Urban forestry: Recognise the urban/rural divide, and target inner city areas and deprived communities. Identify opportunities close to deprived areas for green space and woodland development on vacant and derelict land/brownfield sites/post industrial land.
- Engagement: Fund engagement with BME and youth groups. Prioritise the social forestry programme, and appoint a Head of Social Forestry. Provide free activities with positive outcomes, such as activities, experiences and learning throughout the seasons, using the growing interest in hutting and foraging. Consider how place-making and well-managed and accessible woodland can link with Scottish Government health and wellbeing priorities and objectives.
- As an employer: Mentoring and apprenticeship schemes to enable older foresters to pass on their knowledge and skills to younger workers. Build a strong, positive reputation as an employer, with targeted communication of our vision and benefits to particular communities. Consider our accessibility as an employer, in terms of personal and general mobility. Ensure fair contracts, wages and conditions within organisation, through funded activities, and across industry. Make it a more welcoming profession for women. Support employability initiatives in disadvantaged areas that promote opportunities to work or volunteer in forestry and woodland maintenance. Encourage staff to volunteer for/engage with STEM initiatives to promote the diversity of skills required within the modern trees and timber sector. Set up peer group role modelling initiatives to advancing opportunities for protected characteristic groups.

## Overall

*Question: Please use this space to provide any other comments you think are relevant to the Corporate Plan.*

A wide range of comments were received in relation to this section, many of which reflect issues already raised. They are summarised below.

- **Geographical context and issues:** Several people provided extremely detailed information about their particular geographic areas and the issues in that area, such as the local environment and biodiversity; provision of shelter for other species; the potential for forestry on island environments; and the interaction of forestry with other industries.
- **Public access, amenity and benefits:** The importance of forestry to meet health and wellbeing outcomes and enhancing a person's life chances was highlighted. The need to work in partnership with others to extend the social forestry programme was emphasised, enabling public access, and creating opportunities for active recreation.
- **Effective carbon sequestration:** The need for forests to be planted and managed in a way which maximise carbon sequestration was raised, ensuring the best decisions are made for the particular environmental setting forests, especially in peat or boglands.
- **Other land use interests:** The interests of other land uses must be taken into account. Specific examples raised included protecting historic, heritage and archaeological assets; and managing forests to protect freshwater courses. It was also suggested that standards be developed which cover and link with broader land uses.
- **Sustainability:** Different aspects of the theme of sustainability was raised, including the need for a whole ecosystem approach to be taken; decision making to take into account a biodiversity assessment; planting more native woodlands; and addressing climate change. Partnership working and linking with other policies is vital.
- **Presentation of plan:** It was felt that the Corporate Plan needs to be more vibrant, get people excited, and should be easy to read. The wording used should be updated to reflect current political rhetoric and language used within different sectors – for example, refer to 'nature' not 'environment'; reference the climate 'emergency'; and set climate change issues alongside the ecological crisis.
- **Issues facing forestry:** Scottish Forestry is seen as an industry leader, and must work with others to address industry wide issues- such as attracting young people to work in the field; introducing new technology; and assisting in the transition post-Brexit. Scottish Forestry must also lead the way in reducing its organisational impact in terms of emissions, and assessing and reducing the whole life-cycle impact of forestry.
- **Urban forestry:** Urban forestry must be invested in. Long term management of urban forestry has been affected by cutbacks to Local Authorities, leading to issues such as increasing tree disease, and trees growing to unacceptable heights. One suggestion was made that Christmas trees be planted rather than bought in to urban areas.
- **Effective systems and processes:** The need for effective systems and processes was highlighted, including the efficient administration of the grants scheme and a robust, public complaints procedure.



## Technical appendix

### Method and sampling

- The data was collected by public consultation.
- The target group for this research study was the general public and stakeholders.
- There was no target sample size, but an estimated final response of around 50 was anticipated.
- A total of 55 valid responses were received.
- The consultation ran for 4 weeks across Jan to Feb 2020.
- The consultation was available to respondents on the Citizen Space portal and on the SG Publication page.

### Data processing

- Several responses were made directly to SF. These were added to the Citizen Space portal.
- All responses were downloaded from the portal. Initial checks were made
- Responses are checked for duplicates where unidentified responses have been permitted.
- All responses are checked for completeness and sense.