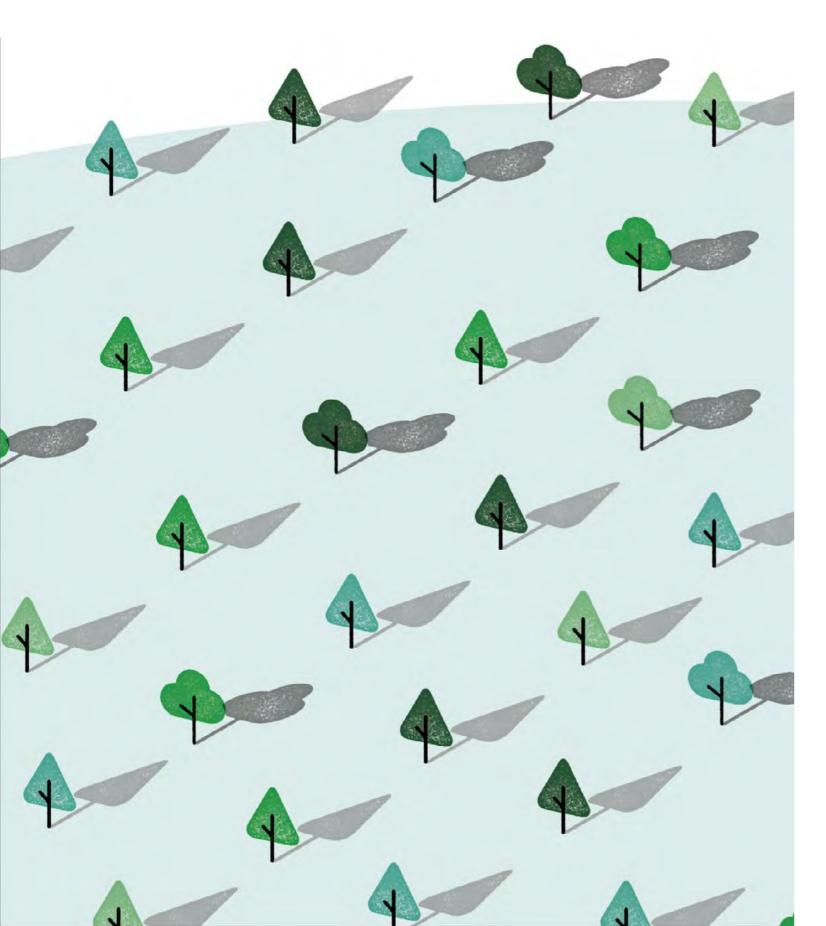


Corporate Plan 2020-23



Corporate Plan 2020-23



Preface

The Scottish Forestry Corporate Plan for 2020-2023 was originally prepared before the Scottish Government declared a national health emergency on the coronavirus (Covid-19) pandemic. Scottish Forestry is making the Corporate Plan available, as much of the information provides a baseline for our to work to support our staff and the forest sector to recover from the impacts of coronavirus. The plan will be kept under review and if appropriate updated to reflect the Scottish Government's position on coronavirus.

The Corporate Plan is supported by an annual Business Plan, which provides more detail on steps we will be taking to make progress towards our strategic objectives for this year. In addition, for 2020-2021, this will also incorporate a Recovery Plan which will contain specific actions for the recovery of Scottish Forestry as an organisation following Covid 19. It states our commitment to support the restart and reset of the Forestry Sector in the aftermath of coronavirus. Our Business Plan and our priorities will evolve and change as Scottish Government guidance and restrictions change. We will keep staff updated on this, and publicly share our most up to date Business Plan.

Ro-ràdh

Chaidh Plana Corporra Coilltearachd na h-Alba airson 2020-2023 ullachadh an toiseach mus do ghairm Riaghaltas na h-Alba cùis èiginn slàinte nàiseanta a thaobh lèir-sgaoileadh a' choròna-bhìorais (Covid-19). Tha Coilltearachd na h-Alba a' sgaoileadh a' Phlana Chorporra gu poblach oir tha cuid den fhiosrachadh mar bhun-loidhne airson na h-obrach againn gus taic a chumail ris an luchd-obrach againn agus ri roinn na coilltearachd gus tighinn am feabhas bho bhuaidh a' choròna-bhìorais. Bithear a' dèanamh ath-sgrùdadh air a' phlana agus ma tha e iomchaidh, thèid ùrachadh gus am bi e ar rèir seasamh Riaghaltas na h-Alba air a' choròna-bhìoras.

Bidh Plana Gnìomhachais Bliadhnail a' cumail taic ris a' Phlana Chorporra, anns a bheil barrachd mionfhiosrachaidh mu na ceuman a bhios sinn a' gabhail gus adhartas a dhèanamh a dh'ionnsaigh nan amasan roinnleachdail airson na bliadhna seo. A bharrachd air sin, airson 2020-2021, bidh seo cuideachd a' gabhail a-steach Plana Ath-bheothachaidh anns am bi gnìomhan sònraichte gus Coilltearachd na h-Alba fhaighinn air ais gu suidheachadh àbhaisteach mar bhuidheann às dèidh Covid-19. Tha e a' cur an dealais againn an cèill gus taic a chumail ri ath-thòiseachadh agus ath-shuidheachadh Roinn na Coilltearachd às dèidh a' choròna-bhìorais. Bidh am Plana Gnìomhachais agus na prìomhachasan againn a' fàs agus ag atharrachadh mar a bhios stiùireadh agus cuingealachaidhean Riaghaltas na h-Alba ag atharrachadh. Cumaidh sinn am fiosrachadh as ùire ris an luchd-obrach agus sgaoilidh sinn am Plana Gnìomhachais as ùire againn gu poblach.

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Our Purpose:

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



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



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



Strategic Objective 3

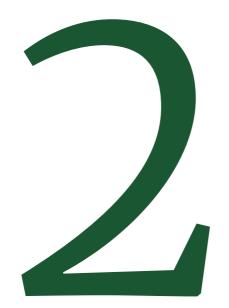
Become a more innovative, efficient and accessible organisation by delivering process improvements, and harnessing digital and technological solutions



About this Corporate Plan Scottish Forestry is an executive agency of the Scottish Government, directly accountable to Scottish Ministers and the Scottish Parliament.

This is our first Corporate Plan. It sets out our Strategic Objectives for the next three years and the priorities which will support their delivery.

It will be supported by annual business plans for Scottish Forestry that will set out detailed actions for each year and how we will measure progress.



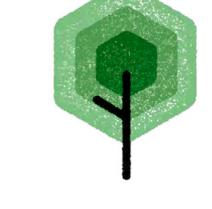
Our Purpose

Our Purpose is a clear statement of what Scottish Forestry – as a regulator, funder and policy advisor – wants to achieve.

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

We will do this by ensuring that sustainable forest management is an integral part of public policy, by protecting and enforcing standards and forestry regulations and by helping to achieve woodland creation targets.





2.1 What we do

We deliver on our purpose by:



Providing policy input on forestry matters to Scottish Ministers and other parts of the public sector to ensure that sustainable forest management is an integral part of public policy.



Regulating the management of forests across Scotland, including the planting and felling of trees, and measures related to tree health.



Administering grants and providing other support to land managers to achieve delivery of new planting targets.



Promoting and supporting sustainable forest management as set out in the <u>UK Forestry Standard (UKFS)</u> both in grant funded and existing forests and woodlands.



Providing evidence to support policy and practice through reviewing and commissioning research.



Working in partnership to develop and implement projects which help realise the wide range of benefits forestry delivers for Scotland.



Delivering cross-border forestry functions on behalf of the four nations of the United Kingdom.



2.2 Our People







Central to the delivery of this Corporate Plan are our highly valued and capable people. As we have established our new organisation, our staff have shown themselves to be adaptable, innovative and resilient and have consistently met targets and staved focused on customer service in a challenging and rapidly changing environment. As we strengthen Scottish Forestry's reputation as a high performing agency, we want to build on this positive, 'can do' attitude of our staff and on the strong history of our predecessor organisation, Forestry Commission Scotland. We will do this by focusing on the following key areas:



Our identity

we will continue to work with our people to define our identity and ensure that our values are developed and embedded across the organisation.



Future capacity

we will develop our approach to staff recruitment and progression to ensure we have the right staff in place to allow us to meet our objectives and targets.



Learning, skills and professionalism

we will plan for, and invest in the learning and skills of our people, building upon our professionalism and supporting excellent customer service.



Well-being, health and safety

we will develop and nurture a holistic approach to well-being, embedding excellent health and safety practices and encouraging a mutually supportive attitude amongst our staff.



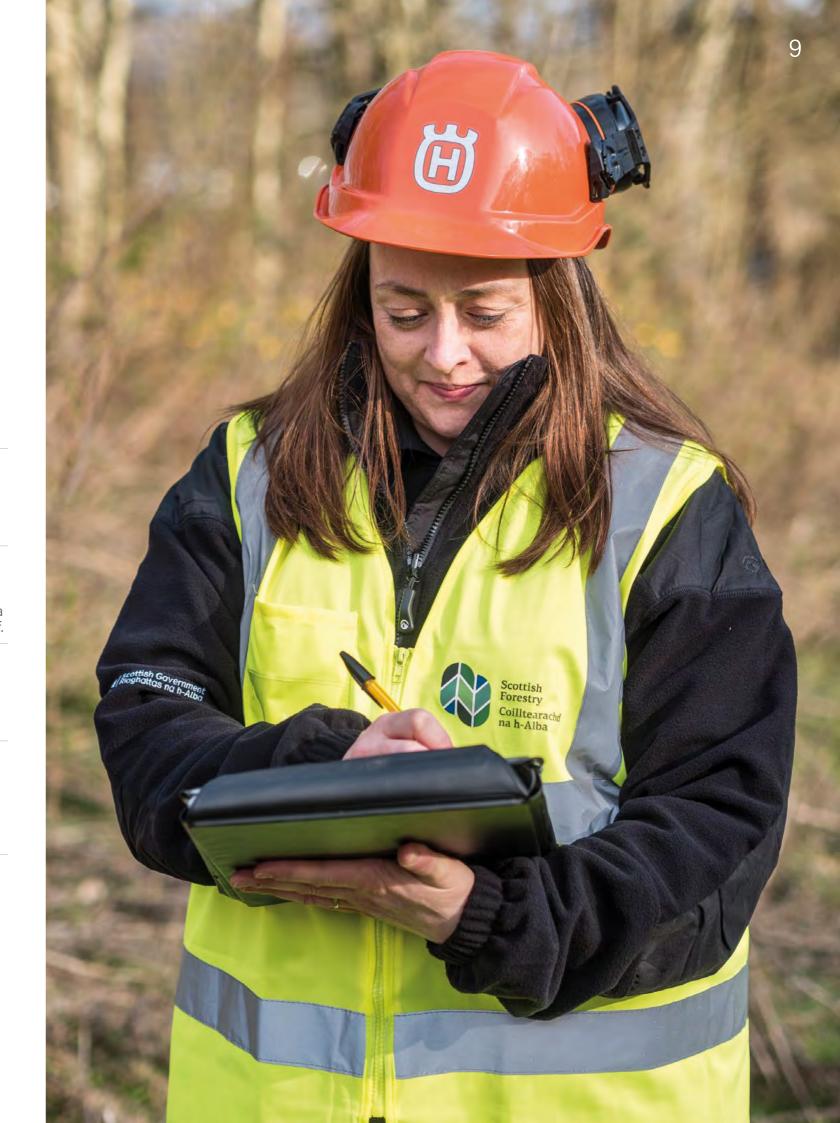
Equalities, diversity and inclusion

we will continue to further diversify our workforce, ensuring that under-represented groups feel encouraged to work for our organisation.



Representation

we strongly value our good relationships with staff and their representatives, and will maintain our constructive, respectful and positive relationships with the forestry trades unions.



Woodland Officer Jean Joslyn





"As a farmer's daughter, I was forever outdoors and knew I wanted to have a job in the countryside. It always did, and still does intrigue me to see a whole landscape and how each land use connects. As a Woodland Officer, I have this opportunity.

I cover a large geographic patch and visit areas I'd probably never see otherwise. I get to know both private and publicly owned woods and see how different owners have different objectives and perspectives when it comes to land management.

One satisfying part of my job is working with land managers on Long Term Forest Plans. This provides them and us with a strategic overview of a forest, ensuring sustainable and effective management for many years. In order to comply with the UK Forest Standards, Forest Managers have to consider biodiversity, and social and commercial objectives. My role is to review and assist with the plan as well as making a site visit to make those words and maps come alive!"

2.3 Governance and Organisational structure



Scottish Ministers are responsible for determining the overall policy and resources framework within which Scottish Forestry operates. Ultimately, they are accountable to the Scottish Parliament for its functions and performance.

The Chief Executive of Scottish Forestry is personally accountable to Scottish Ministers for the performance of Scottish Forestry and delivery of its functions.

We have around 170 staff and operate from six locations across Scotland. We operate a management model comprising five functional teams – Operational Development; Operational Delivery; Policy; Standards, Evidence and Expertise; and Finance and Business Support. The heads of these teams make up the Senior Executive Team (SET).



Strategic Advisory Group (SAG)

The Strategic Advisory Group comprises all function heads and three non-executive advisers. The SAG's role is to support and provide advice to the Chief Executive to help them reach robust and well informed decisions.

The Audit and Assurance Committee (AAC) comprises the non-executive advisers. The AAC provides advice and constructive challenge to the Chief Executive, in particular in relation to their responsibilities for issues of risk management, governance and associated assurance to support year-end accountability and reporting. The Head of Finance and Business Support attends the AAC.

Senior Executive Team (SET)

The Senior Executive Team, which comprises the heads of Scottish Forestry's five functions, leads Scottish Forestry and oversees the day-to-day management and direction of the agency.

SET deliver against agreed programmes of work, and provide information, advice and guidance to the Chief Executive on key corporate matters and decisions.

Support and Advisory

The administration and governance of these meetings is provided by the Head of the Executive Office, who also attends all meetings.

The Executive Office supports governance and other corporate activities, such as statutory compliance, developing and monitoring corporate planning, information governance and open information requirements and both internal and external communication activities. The Head of People and OD (Forestry and Land Scotland), and Scotlish Forestry's HR Business Partner also attend SET meetings.



Executives



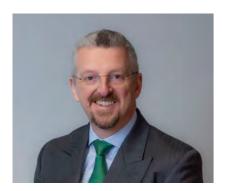
David Signorini Chief Executive



John Dougan Head of Operational Development



Brendan Callaghan Head of Operational Delivery



Ian Donaldson Head of Policy



Alan Hampson Head of Standards, Evidence and Expertise



Ross Machardie Head of Finance and Business Support

Support and advisory



Jonathan Taylor
Head of Executive Office



Rosetta Forbes
Head of People and OD, Forestry
and Land Scotland



Marelle Dalziel HR Business Partner

Non-Executives



James Stuart



Phil Taylor



Eleanor Ryan





Functions:



Standards, Evidence and Expertise

provide evidence to underpin policy and practice through advice to ministers, government, stakeholders and partners on all aspects of forestry. It helps improve the Scottish Government's evidence base on sustainable forest management, wood supply and utilisation, the benefits of trees and forests for well-being and communities, and tree health.



Policy

draws on the expert knowledge and experience of Scottish Forestry's staff to provide advice relating to forestry to Scottish Ministers and to other parts of the Scottish Government. Our Policy team is responsible for coordinating delivery of, and monitoring, the Forestry Strategy across Scottish Forestry and all the partner bodies with which it works. Our Economics and Woodland Carbon Code team provide advice and support to Scottish Forestry and Forestry and Land Scotland, as well as to the other forestry authorities in the UK.



Operational Development

is grouped into four areas: Digital Transformation; Change and Project Management; Geo-Information Services; and Forestry Development. The team supports Operational Delivery in the work the organisation currently carries out, whilst having a strong focus on developing the way we will work in the future. Developmental projects currently underway as part of the Scottish Forestry Improvement Programme include: improving accessibility of our services for our customers; reviewing and transforming our processes; improving organisational flexibility and building future capacity; and improving our use of technology



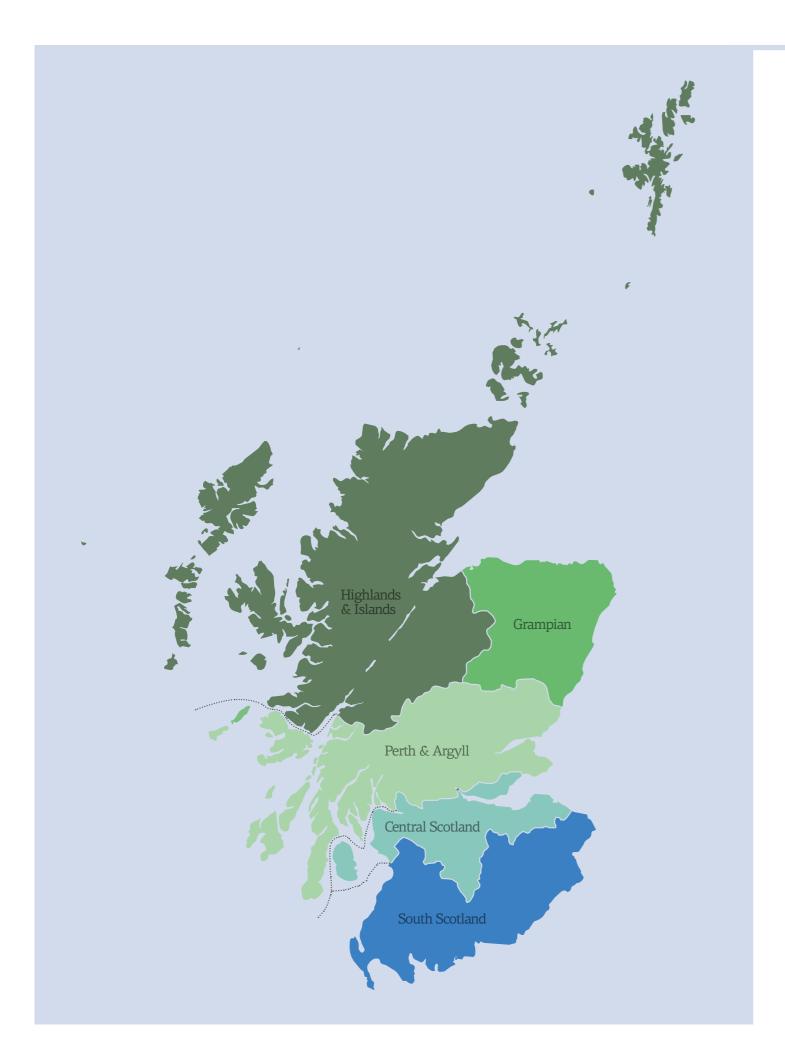
Operational Delivery

the Operational Delivery team includes the national office based grants and regulatory support functions and the five Conservancy teams. These teams manage and deliver forestry grant, support and regulatory functions at a national and local level. These functions ensure that Scotland's forests are sustainably managed in accordance with the UK Forestry Standard and deliver the wide range of benefits set out in Scotland's Forestry Strategy.



Finance and Business Support

the Finance and Business Support team look after the finances of the organisation, liaising with the Scottish Government on production of the budget and spending review and our funding allocations, preparing and monitoring budgets across the organisation and production of management accounts and the annual accounts. We also work closely with the Audit and Assurance Committee to ensure effective governance and assurance. They provide a wide range of business support, to staff, including: credit management; procurement and contract administration; travel and accommodation booking; responding to general enquiries; meetings and events booking and organisation.



Our five regional conservancies:



Operate the Forestry Grant Scheme, using it to promote and ensure growth and the sustainable management of Scotland's woods and forests.



Deliver regulation of forestry activities, including felling permissions, forest management plans, and Environmental Impact Assessments (EIA).



Implement forestry policy, and feed regional perspectives into national activities.



Carry out health, education and engagement programmes with local communities.

This structure helps us to engage with – and hear from – a geographically diverse set of stakeholders across Scotland, ensuring that local and regional issues are reflected in our work.

Each Conservancy is led by a professional forester, known as a Conservator.

Conservancy teams

As well as a National Office in Edinburgh, Scottish Forestry operates a network of five Conservancies which discharge the majority of our statutory and grant giving functions.

Supported by teams in our National Office, the Conservancies advise land managers, professional foresters and stakeholders about forestry matters.

The Conservancies are managed primarily as part of the Operational Delivery function. However, they also contribute to and receive support from other functions.

Cross-Border

We deliver cross-border forestry functions on behalf of the four nations of the United Kingdom under a Memorandum of Understanding between the UK, Scottish and Welsh Governments. This includes the co-ordination and review of the UK Forestry Standard, provision of economics advice, analysis and innovation, and development and promotion of the Woodland Carbon Code.

Stakeholder Engagement

We will continue to engage and consult with stakeholders through topic specific advisory and consultative groups, such as the Customer Representatives Group.



2.4 How we make a difference





Thriving rural economies

forestry makes a substantial contribution to the economy at both local and national level through the production of timber and other wood fibre and the provision of recreation and tourism assets. It is particularly important for rural communities where woodland creation, management, harvesting and transportation take place.



Supporting people's health and well-being

research from around the world tells us that accessing forests and woodlands is associated with improved mental health and well-being, higher levels of physical activity, lower rates of obesity and Type 2 diabetes and greater social contact and community cohesion. Particularly within urban areas there are health benefits associated with trees, including the reduction in exposure to noise and air pollution.



Addressing climate change

trees play an important role addressing climate change by capturing CO_2 from the atmosphere and locking it away in timber that is used to create sustainable wood products or to generate renewable energy. Its versatility means that timber can be used in many products in place of materials and fuels that, when manufactured, create high levels of greenhouse gas emissions. Trees can mitigate the impact of increasingly frequent extreme weather events – reducing peak flood flow, slowing run-off, and reducing the amount of silting caused by flooding. Trees also reduce soil erosion, provide shade and shelter for different species of plants and animals, and assist in temperature control.



Helping nature to thrive

forests help to address the threat to species and habitats, both through climate change and biodiversity loss. We uphold regulations that help protect, enhance and expand our native woodlands and species, such as the red squirrel and golden eagle. Applying the UK Forestry Standard (UKFS) to woodlands and forests helps ensure that they can become more biologically diverse. As Scotland's land use becomes more integrated, it will be possible for Scottish Forestry to work with partners to help protect and support ecosystems beyond forestry boundaries, such as the marine environment and water courses.



Supporting local communities

Scottish Forestry encourages community groups to use and enjoy woods. We also support woodland owners and managers to engage with local communities, and involve them more directly in the use and management of woods. We provide a vital link between communities affected by forestry and those responsible for managing forests and can assist with addressing any issues which may arise. We work with local authorities and other partners to increase urban tree canopy cover across our towns and cities to ensure that we maximise the benefits of trees.



Enhancing Scotland's environment

through UKFS, we help to manage the landscape visually, alongside protecting our historical and archaeological heritage. Through our regulation and support for forestry we help land managers to identify and manage the archaeological and the historical environment. This helps us to understand past land uses and communities, and can play a key role in engaging people, communities and businesses in the creation, management and use of forests and woodlands.

Branching Out





Scientific studies show that spending time among trees and woodlands brings both physical and psychological benefits.

Branching Out is a Scottish Forestry programme, delivered in association with healthcare, social and environmental partners and provides woodland therapy to vulnerable adults across Scotland. It uses the power of outdoor activities and woodland experiences to alleviate stress, improve confidence and help individuals build relationships.

One participant, who had struggled with anxiety and social phobia for years: said "I can't explain the impact Branching Out has had on my life. I was lost before, trapped by the four walls of my house and felt completely isolated from the outside world. Thanks to the experience and the friends I've made through Branching Out, I now have a new lease of life. Whenever I feel low or down, I just go for a walk."

Integrating forestry and farming





Gascoigne Farm in the Scottish Borders has been transformed through tree planting.

Through the Forestry Grant Scheme, just over 81 acres of this 850 acre farm has been planted with 40,000 hardwood and softwood trees. By changing the breed of sheep on the farm, overall agricultural productivity has been maintained, with an additional income stream created for the future. Farmer Chris Blyth says: "It's seen as trees versus farming but it should be trees AND farming. Trees are a way of doing something with bits of land that would otherwise cost you money. Trees enhance the whole operation.

They provide shelter for livestock, they stop water run-off, they take carbon out of the atmosphere." Farmer Peter Gascoigne says: "I want to get away from the blanket forest of sitka plantations. With hardwood trees, livestock eat the leaves, birds eat the nuts, you get insect life. The oak tree provides more food and habitat for wildlife than any other tree."

TimberLINK Service





The haulage of timber is an essential part of the forestry life cycle.

For 20 years now, Scottish Forestry, and our predecessor, Forestry Commission Scotland, have been working with Associated British Ports (ABP) who operate the TimberLINK service, which ships up to 100,000 tonnes of timber annually by sea. It provides a vital connection between the forests of Argyll and the Cowal Penninsula where the timber is harvested, with wood processing facilities in Ayrshire. As well as helping to ensure economic development around the local ports, the service removes around 8,000 lorry journeys each year (nearly one million lorry miles), much of which would have been over the fragile rural road network. It also helps to reduce congestion, carbon emissions and air pollution.

Mike Yerbury, General Manager of Forestry at EGGER says: "The TimberLINK service operated by ABP makes a vital contribution to reducing the environmental footprint of the forest industry throughout west Scotland. Through the fantastic support from Scottish Forestry, we have been able to establish, implement and maintain an optimised supply chain solution which reduces our reliance on road haulage and promotes innovation in moving timber from remote areas to processing plants such as ours in Ayrshire. Regular communication from the team at ABP with all suppliers and customers helps to ensure that the service runs with a high level of efficiency which makes it very easy to then fit into our planned system of timber deliveries."

Volunteers Community Champions Programme





The Volunteers Community Champions Programme aims to build the confidence and skills of participants to deliver woodland sessions to groups from protected characteristic backgrounds, and help them to access and enjoy local woodland spaces.

They are provided with bush craft and environmental training – but this learning experience also has a huge personal impact. One participant said the course "had a considerable effect on my own and the participants' views and experience of nature. I started the program facing personal difficulties, and through the training days and the knowledge and skills I was able to learn from the VCC program, I have been able to gain strength inwardly and outwardly in the form of leadership and community engagement."

Another said: "it has provided me with a platform to promote the message that being in nature can really make a positive difference to our physical and mental health and well-being...The activities we deliver for the group also helps build their confidence in exploring Scotland's woodlands and inspires them to get out more."

Sustainable Building Materials





In partnership with Architecture and Design Scotland, Zero Waste Scotland and others, as part of a wider campaign promoting the use of sustainable building materials, Scottish Forestry promotes the use of timber in construction by supporting <u>Material</u> <u>Considerations: A Library of Sustainable Building Materials</u>.

The library, based at the Lighthouse in Glasgow, showcases sustainable, traditional and emerging low carbon building products, and encourages innovation in construction in Scotland using indigenous resources. The contents of the library have recently been updated and digitised, and now feature a whole range of useful case studies.

The <u>Cairngorms National Park Authority Headquarters</u> is one such case, demonstrating not only how the use of mass timber allowed the construction programme of this building to be shortened, but also how this alternative to a concrete frame has offset carbon emissions for the building for 47 years.



Supporting Scottish Government and **UN Policy priorities**

The work we do supports delivery of Scotland's purpose: to focus on creating a more successful country, with opportunities for all of Scotland to flourish, through increased well-being, and sustainable and inclusive economic growth.



We respect, protect and fulfil human rights and

We have a globally competitive. entrepreneurial. inclusive and sustainable economy



We are open, connected and make a positive contribution internationally



We value, enjoy, protect and enhance our environment





OUR PURPOSE

To focus on creating a more successful country with opportunities for all of Scotland to flourish through increased well-being, and sustainable and inclusive economic growth

OUR VALUES
We are a society which treats all our people with kindness, dignity and compassion, respects the rule of law, and acts in an open and transparent way

active We have

thriving and innovative businesses. with quality jobs and fair work for everyone

We are well educated. skilled and able to contribute to society



We tackle poverty by sharing opportunities, wealth and power more equally

We live in communities that are inclusive, empowered communities empowered, resilient and safe

We grow up loved, safe and respected so that we full potential







































The United Nations has set a series of <u>Sustainable</u> <u>Development Goals (SDGs)</u>. These are 'global goals' and targets that are part of an internationally agreed performance framework. The First Minister committed Scotland to these global goals in July 2015. All countries are aiming to achieve these goals by 2030.

Although we make a contribution to many of the SDGs, our work is particularly relevant to SDG 15 Life on Land – Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.



3.3 Climate Change Plan: third report on proposals and policies 2018-2032 (RPP3)

This plan sets out how the path to a low carbon economy could be combined with delivering sustainable economic growth and securing the wider benefits of a greener, fairer and healthier Scotland in 2032.

The Climate Change Plan, and the Scottish Parliament's commitment to achieving net zero carbon emissions by 2045, have provided additional impetus to Scottish Forestry's work to increase woodland creation and the use of wood in construction as a substitute for materials with a greater impact on climate change. A significant focus of our work over the lifetime of this plan will continue to be on helping Scotland to maintain growth in woodland creation and on addressing our organisational emissions.

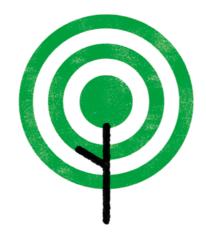
3.4 Bonn Challenge

The Bonn Challenge aims to regenerate 150 million hectares of deforested and degraded landscapes by 2020 and 350 million hectares by 2030. This global ambition to restore landscapes and forests has been supported by First Minister Nicola Sturgeon, and Scotland was the first European country to sign up to the challenge.

As part of its pledge, the Scottish Government has committed to planting 165,000 hectares of new woodland and improving the condition and extent of native woodlands ensuring 3,000 to 5,000 hectares of new native woodland is established each year.







Our Corporate Outcomes and Priorities

We will work on the following strategic objectives for the next three years to help us deliver on our purpose:





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

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

Strategic Objective 3



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

The following sections lay out what our priorities and key actions will be against each of these objectives and how they link to the wider Scottish Government agenda.

4.1 Strategic Objective 1:

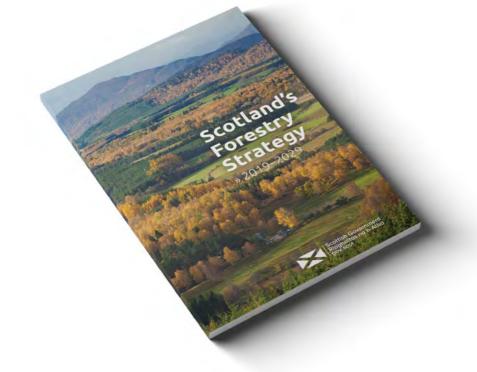
Ensure that sustainable forest management is an integral part of public policy, particularly through leading and co-ordinating the delivery of Scotland's Forestry Strategy.



Published in February 2019, <u>Scotland's Forestry Strategy</u> sets out a 50-year vision for Forestry in Scotland:

"In 2070, Scotland will have more forests and woodlands, sustainably managed and better integrated with other land uses."

"These will provide a more resilient, adaptable resource, with greater natural capital value that supports a strong economy, a thriving environment, and healthy and flourishing communities."





Scottish Government National Outcomes

We have a globally competitive, entrepreneurial, inclusive and sustainable economy.

We value, enjoy, protect and enhance our environment.

We live in communities that are inclusive, empowered, resilient and safe.

We have thriving and innovative businesses with quality jobs and fair work for everyone.

We are well educated, skilled and able to contribute to society.



Sustainable Development Goals

SDG 3: Good Health and Well-Being

SDG 8: Decent work and economic growth

SDG 11: Sustainable cities and communities

SDG 12: Responsible Consumption and Production

SDG 13: Climate Action

SDG 15: Life on Land

SDG 17: Partnership for the Goals

This vision will be realised by delivering the Strategy's three 10-year objectives:



Increase the contribution of forests and woodlands to Scotland's sustainable and inclusive economic growth.



Improve the resilience of Scotland's forests and woodlands and increase their contribution to a healthy and high quality environment.



Increase the use of Scotland's forest and woodlands resources to enable more people to improve their health, well-being and life chances.

To deliver these objectives, the strategy identifies six priorities:



Ensuring forests and woodlands are sustainably managed.



Expanding the area of forests and woodlands, recognising wider land-use objectives.



Improving efficiency and productivity, and developing markets.



Increasing the adaptability and resilience of forests and woodlands.



Enhancing the environmental benefits provided by forests and woodlands.



Engaging more people, communities and businesses in the creation, management and use of forests and woodlands.

Scottish Forestry is leading the co-ordination of the delivery, monitoring and reporting of the strategy, including the development of the Forestry Strategy Implementation Plan, following engagement with a wide range of stakeholders.

Further information

More detail on the range of activities undertaken by Scottish Forestry to achieve these priorities is provided in the Forestry Strategy Implementation Plan and in Scottish Forestry's annual Business Plan, both published alongside this Corporate Plan.



4.2 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.



Scottish Government National Outcomes

We are educated, skilled and able to contribute to society.



UN Sustainable Development Goals

SDG 03: Good Health and Well-Being

SDG 04: Quality education

SDG 05: Gender Equality

SDG 08: Decent work and Economic Growth

SDG 10: Reduced inequality

We are proud to have a highly skilled and motivated workforce and we want Scottish Forestry to be a great place to work.

We are committed to creating a diverse workforce where all feel valued and respected for the talents they bring. We will seek to be a modern, flexible and representative employer. A key focus will be to continue to increase the diversity of our workforce by attracting and retaining people from across the communities we work with and in.

We will embed a culture of continuous learning and development by increasing the provision of learning and development opportunities and more clearly mapping out career pathways for staff.

We will appoint a Chief Forester who will ensure that professional forestry expertise is at the heart of policy and practice in the public sector. The Chief Forester will be the 'Head of Profession' for forestry staff in Scottish Forestry and Forestry and Land Scotland with a responsibility for promoting and maintaining professional standards, and will work closely with professional bodies across the sector to promote and develop the profession in Scotland.

Priorities



Being recognised by our staff as an excellent employer, using meaningful engagement and effective internal communications.



Demonstrating the organisation's values in all that we do.



Ensuring Scottish Forestry staff are clear about the National Performance Framework and Scottish Forestry's priorities and how their work supports their achievement.



Creating and maintaining a skilled and competent workforce with the capacity to meet customers' needs and deliver organisational priorities.



Attracting, recruiting and retaining staff from different backgrounds, particularly providing opportunities for young people.

Activities



Encouraging everyone within the organisation to be involved in corporate conversations about what we do and why we do it.



Working to enable our people to achieve their career goals.



Working positively and creatively with staff representatives to maintain and build cross-organisational working.



Developing and implementing a programme to ensure all staff have a clear understanding of the National Performance Framework and Scottish Forestry's priorities and the part their role plays in delivering these.



Identifying and implementing flexible solutions to increase organisational capacity and development of key skills to allow Scottish Forestry to meet future customer needs and workload pressures.



Attracting, recruiting, retaining, developing and progressing sufficient staff to maintain organisational performance and customer service.



Developing appropriate processes around equalities and diversity issues to ensure progress and accountability. This will include monitoring information, undertaking workplace initiatives and learning from best practice to ensure our workforce is more reflective of our communities.



Working with partners including Equate Scotland and Developing the Young Workforce (DYW) to help promote a career in forestry as a great choice for young people.



Continue to work with partners in education such as Scotland's Rural College (SRUC) and the University of Highlands and Islands (UHI) to support the development of the next generation of foresters and land managers.



Other Key National Strategies and Documents

- Scottish Government People Strategy.
- Forestry Industry Safety Accord.
- Fair Work Convention.
- Scottish Government Equality Mainstreaming Report 2017-2021.
- Workforce Scotland.

4.3 Strategic Objective 3:

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



Scottish Government National Outcomes

We have a globally competitive, entrepreneurial, inclusive and sustainable economy.

We value, enjoy, protect and enhance our environment.

We live in communities that are inclusive, empowered, resilient and safe.

We have thriving and innovative businesses, with quality jobs and fair work for everyone.



UN Sustainable Development Goals

SDG 05: Gender Equality

SDG 08: Decent work and Economic Growth

As the Scottish Government agency with responsibility for forestry policy, we will work with others across the public sector to ensure that the economic, social and environmental value of trees and woodlands is understood and reflected as appropriate across wider polices. Actively contributing to wider polices such as integrated land use and climate change, to ensure that sustainably managed forests contribute to the future of Scotland.

As a newly established organisation, we will deliver according to best value principles, and continue to develop appropriate governance structures and systems and a sustainable financial model, which will support delivery of our objectives. These have all been established in our first year of operation, and will be further reviewed and developed throughout the duration of this plan.

Many of our priorities for performance and resilience for the duration of this Corporate Plan will form part of the Scottish Forestry Improvement Programme, led by the Head of Operational Development, and formally governed by a Programme Board. This will help to foster a culture of continuous improvement and innovation, to help us to become recognised as being the best at what we do, building on the reputation established by our predecessor organisation, Forestry Commission Scotland.

Priorities



Ensuring effective policy engagement across the Scottish public sector.



Using improved business processes to support excellent customer service.



Using effective financial planning and management information to drive decision making, improve productivity and performance.



Ensuring that Scottish Forestry operates as a high performing public agency, and complies with the relevant corporate and statutory obligations.

Activities



Provide high quality forestry policy advice and support to Ministers and the wider public sector.



Develop a new support system to improve the efficiency of processing woodland creation applications and help us to increase our productivity to support delivery of the increasing woodland creation targets.



Deliver process improvements to speed up the processing of key Forestry Grant Scheme (FGS) claims to deliver faster payments for customers.



Deliver a strategy for managing information across Scottish Forestry. This will drive improvements to management information that will aid corporate decision making and managing organisational performance.



Development and implementation of a new finance system to replace our current, out of date legacy system.



Ensure budgetary and financial management systems and processes facilitate financial sustainability and value for money.



Further develop and maintain a robust governance and assurance framework across the organisation.



Align with Scottish Government targets on carbon emissions, waste, water use, and chemical use.



Develop and implement a plan to meet our carbon reduction obligations.



Other Key National Strategies and Documents

• Programme for Government



Contributing to inclusive growth and a fairer Scotland

Promoting and supporting diversity in the workplace is an important aspect of good people management – it's about valuing everyone in the organisation as an individual.

Our aim is to have an inclusive, diverse sector and workforce, representative of the communities of Scotland and we want to be an exemplar for equality across the forestry sector. We will continue to improve diversity and inclusivity in our organisation and facilitate and promote the fair work agenda across the wider sector.

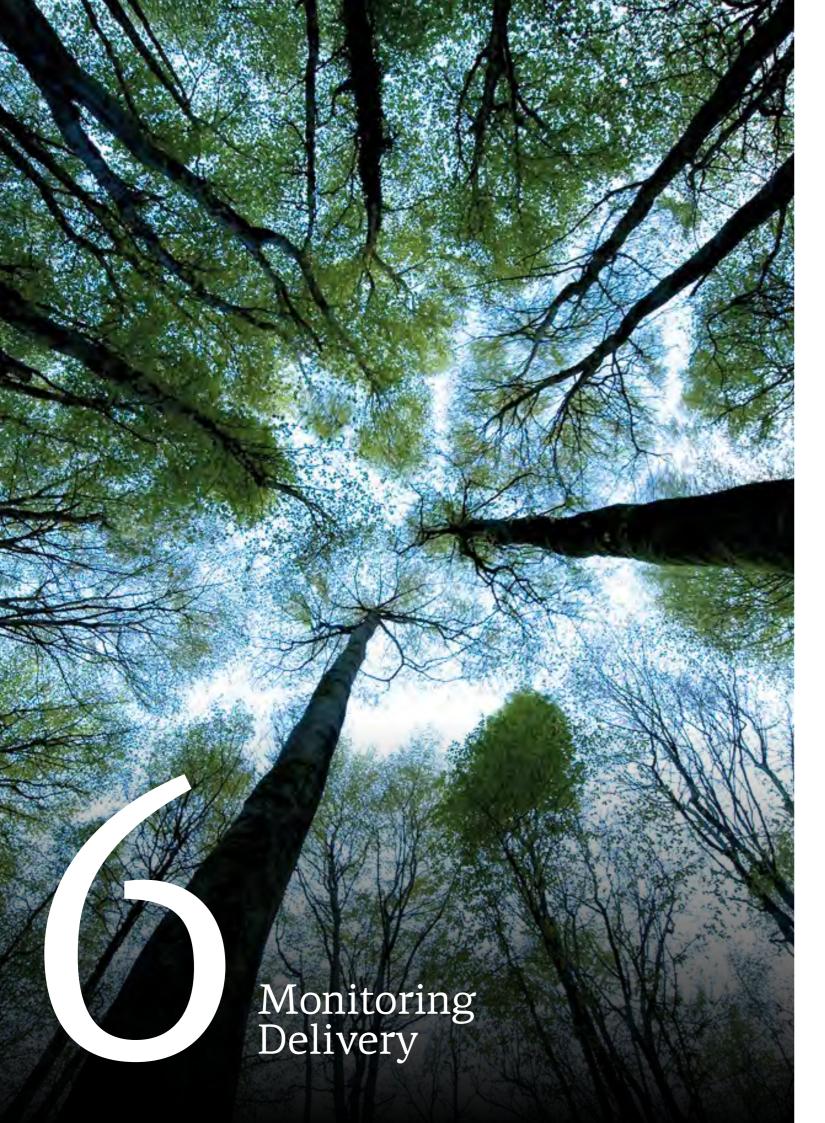
Forestry has traditionally been seen as a male profession, and the workforce of Scottish Forestry and particularly across the wider sector continues to some degree to reflect that. However, in recent years we have made huge strides in attracting women into Woodland Officer roles, for example, around half of our Woodland Officers are female.

We will build on these improvements, continuing to break stereotypes around gender specific roles. However, we recognise that we have more work to do, particularly around our gender pay gap and a lack of women in senior positions across the organisation. UK legislation, covering age, disability, race, religion, gender and sexual orientation among others, sets minimum standards. We will work closely with our colleagues in Forestry and Land Scotland, Scottish Government and the Equality and Human Rights Commission to ensure we are fully compliant with regulations.

We will work with partners including Equate Scotland and Developing the Young Workforce (DYW) to promote the opportunities that a career in forestry can deliver for young people. We will continue working with partners in education such as Scotland's Rural College (SRUC) and the University of Highlands and Islands (UHI) to support the development of the next generation of foresters and land managers.

We will develop a detailed framework to enable us to better understand our performance as an agency, from the data we collect to the information we present internally and externally.

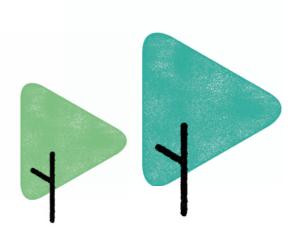




Monitoring delivery

We will monitor the delivery of our three strategic objectives and will contribute to additional indicators which will monitor the delivery of Scotland's Forestry Strategy.

The KPIs below will be developed over the first year of this plan and baselines and targets established. The KPIs will be monitored and reported to the Senior Executive Team and the Strategic Advisory Group.





Strategic Objective



Key Performance Indicator



Delivery of Scottish Minister's tree planting targets

Area of native woodland created

Number of farmers and crofters planting trees on their farms/crofts

% of woodland creation grant applications that are approved within the Customer Charter target time

% of forests and woodlands under long term forest plans or forest management plans

% of native woodland classified as having a favourable ecological condition score

Number of UKFS compliance incidents each year

Number of woodland creation schemes supported by private sector carbon finance



Access to skills development opportunities

Staff turnover levels

Short and long terms absence levels

Staff survey engagement scores

Equalities and Diversity information



% of positive feedback from customer survey measuring experience and satisfaction

% of felling permissions granted within customer charter timescales

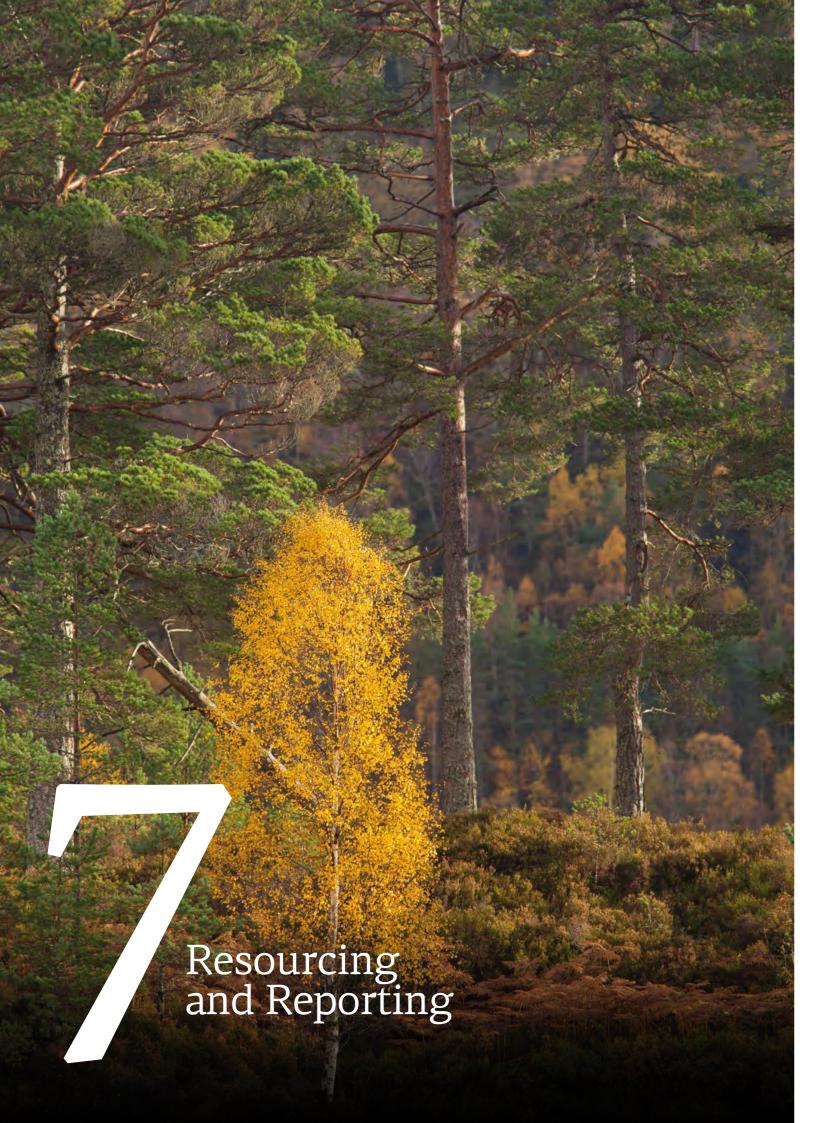
% of requests for information (FOI) processed within required timescales

% of Ministerial and Corporate Correspondence System (MACCS) queries responded to within agreed timescales

% of complaints closed at frontline resolution stage within target time

% of capital grant claims that are paid within the customer charter target time

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



Resourcing and Reporting

7.1 Resourcing this plan

The Scottish Government has published its budget for 2020-21 and the resource allocated to Scottish Forestry is as follows:



	Resource £m	Non-Cash £m	Capital £m	Financial Transactions £m	Total £m
Programme and Running Costs	17.477	-	-	-	17.477
Depreciation	-	0.100	-	-	0.100
Woodland Grants	16.800	-	37.000	3.000	56.800
EC Receipts	(9.400)	-	(17.500)	-	(26.900)
Total	24.877	0.100	19.500	3.000	47.477

Future budgets for the remaining years of this Corporate Plan have yet to be approved by the Scottish Parliament.

7.2 Monitoring and Reporting

We are an executive agency of the Scottish Government and how we operate and our relationship with Scottish Ministers is set out in our Framework Document. An overview of our performance against our delivery priorities will be included in our Annual Report and Accounts which is laid before the Scottish Parliament every year. In addition, we will regularly publish corporate performance information on our website.

Acknowledgements

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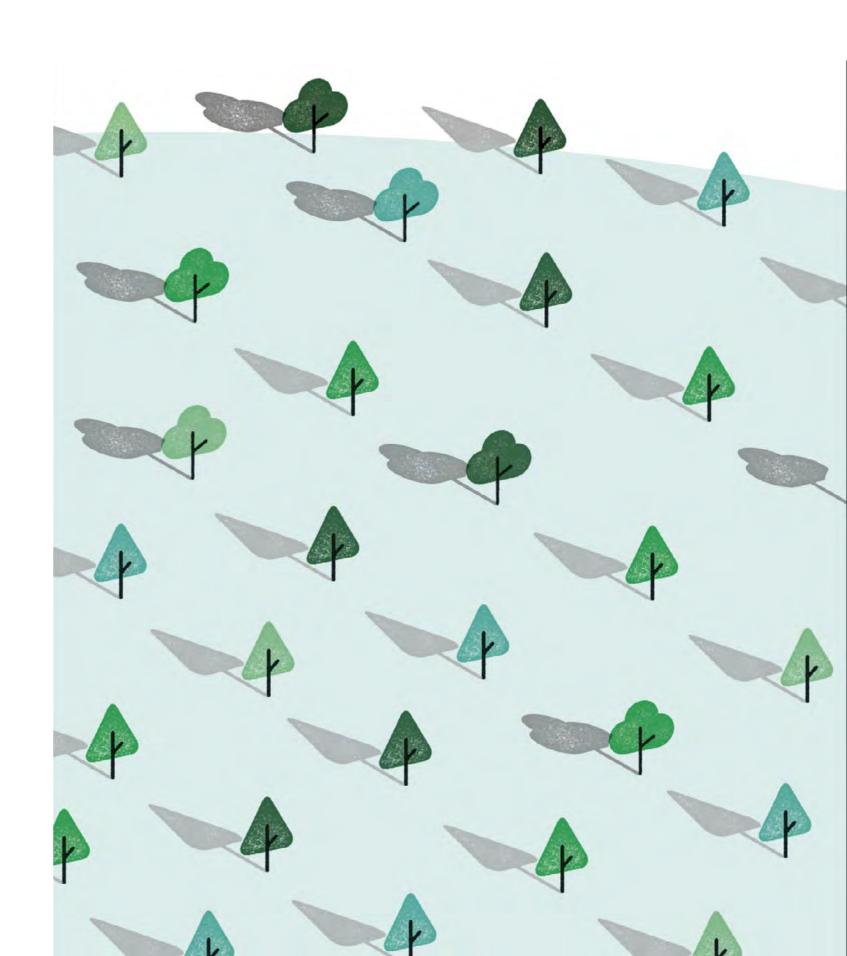
Page 24 - Case Study - Andy Buchanan 2019

Page 26 – Case Study – Andrew O'Brien

Page 27 – Case Study – Cairngorms National Park Authority

Page 40 - Scots Pine Woodland - Mark Hamblin

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