Business Plan
2022-2023

Scottish Forestry
Coilltearachd
na h-Alba

Scottish Government
Riaghaltas na h-Alba
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1. Welcome to our Business Plan – from Dave Signorini, Chief Executive.

Our Business Plan is written for our staff. It can be thought of as our 'To Do' list for 22-23: a one year plan which translates the high level priorities and actions from our Corporate Plan and other government policies and commitments. Our Business Plan has been shaped by our Team Plans - but it also directs some of the work undertaken by our Teams/Conservancies. This should all filter down to individual employees' Personal and Development Objectives.

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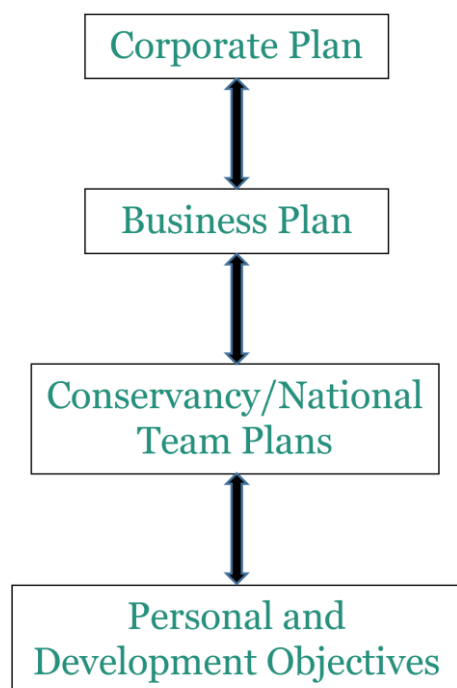
This Business Plan sees a change in emphasis in our corporate planning process this year. Due to the impact of Covid and Storm Arwen, the focus across 20/21 and 21/22 had been on maintaining business continuity and ensuring we meet our core function. Despite the challenging circumstances, the skills, values and professionalism of our staff has been exemplary and we and the sector have continued to deliver. And whilst the effects of both Covid and the winter storms are still with us, it feels as though this year we have been able to step back and take more strategic look at our future. We have an excellent response to our team planning process, and can see signs of positive change and improvement across the organisation – for example, through the recruitment of new staff; the implementation of the new operating model in the conservancies; and testing out our hybrid working approach.

This Business Plan draws together the projects, programmes and activities each Conservancy and National Team are focusing on across 22/23. It shows where we are already collaborating, as well as opportunities for additional joint working. It flags headline areas of work for the year – the delivery of 15,000ha of woodland creation; enhancments to the Forestry Grant Scheme; and the roll out of digital tools. It demonstrates the breadth of work we do across our Conservancy and National Teams – we have expertise not only in promoting sustainable forest management; but we also contribute to the national policy action on biodiversity, net zero and land reform; and fostering community health, wellbeing and learning. Reading this document should make you feel proud to work for Scottish Forestry and highlight how much we achieve collectively.

We have sought to make this document easy to use on a day to day basis. We have concentrated on the key information staff need to know to understand how our organisation functions, so that everyone can see where their own work fits. We have also summarised the priority activities for each of our Strategic Objectives across the whole organisation. You can find more detail in our Team Plans for each Conservancy and National Team. We hope you find this document useful. If you want to let us know what you think or have any improvements to suggest for next year, let us know here.

2. What you need to know at a glance...

Our Purpose
The sustainable management and expansion of forests and woodlands to delivery 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

Key Targets for 2022-23
Woodland Creation:
15,000 ha

Delivery of grant funding:
Woodland Grants:
Commit £69.5M

Tree Health, Forestry Strategy Implementation Fund, Scottish Timber Transport Scheme:
Issue £4.3M

Cross border services:
Delivery of £4.46M

Our Functions

Chief Executive / Accountable Officer
- Chief Forester of Scotland
- Policy and Practice
- Finance and Business Support
- Operational Delivery
- Operational Services and Transformation
- Executive Office

Conservancies
- Perth and Argyll
- Grampian
- Central
- South
- Highland and Islands

Headline Projects for 2022-23
- Reporting on Scotland's Forestry Strategy Implementation Plan
- Update and develop procedures and guidance for regulatory processes
- Evaluation of the Forestry Grant Scheme, as well as delivering ongoing updates and improvements
- Promote woodland based community activity and learning
- Sign off revised UK Forestry Standards; revising and updating UKFS compliance procedures
- Contribute to national policy on biodiversity, climate change, agricultural bill and land reform.
- Casebook Process Improvements on Woodland Creation Pre applications, Environmental Impact Assessments, Unauthorised Felling, Statutory Plant Health Notices; Long Term Forest Plans and Public Register
- Implement new operating model for Conservancies
- Increase staff learning, mentoring and development opportunities.
- Build team relationships and wellbeing, and further embed our values.
- Future Working – hybrid working and reducing emissions
- Transition to new SLA with Forestry and Land Scotland
- Procure new finance system for 2024
- Implementation of Equalities, Diversity and Inclusion Action Plan
- Expansion of collaborative digital and design tools
- Improve performance and management reporting information
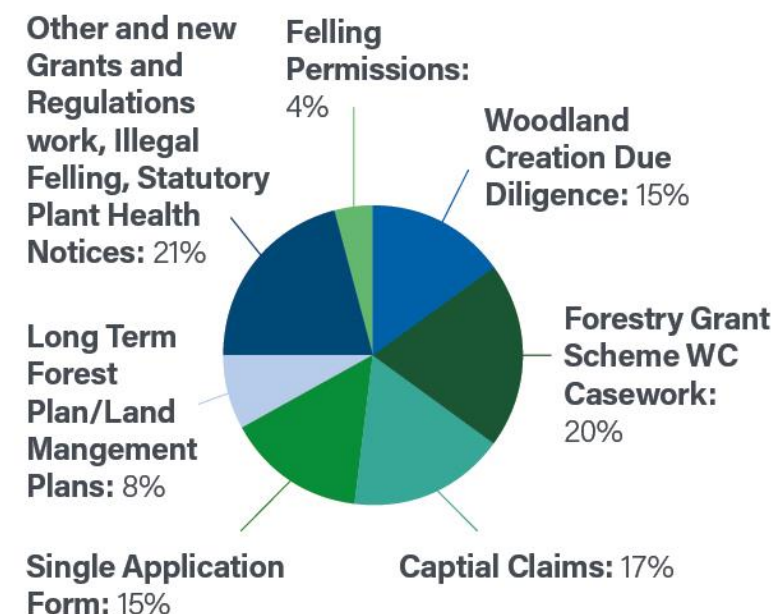
Breakdown of Service Delivery
Tree Health Surveillance:
1.4M hectares, 1443 site inspections conducted
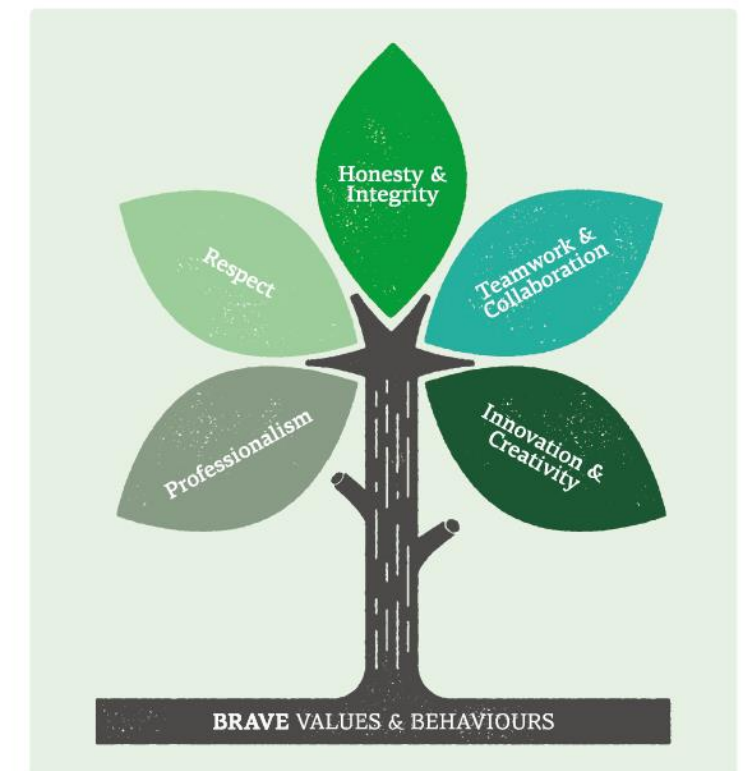
Woodland Carbon Code:
The Climate Change Plan target is 400,000 validated credits (each credit is a ton of CO2 equivalent) each year, and since March 2020, we have validated over double that.

Operational Delivery Workload Breakdown:

- Other and new Grants and Regulations work, Illegal Felling, Statutory Plant Health Notices: 21%
- Felling Permissions: 4%
- Woodland Creation Due Diligence: 15%
- Forestry Grant Scheme WC Casework: 20%
- Captial Claims: 17%
- Single Application Form: 15%
- Long Term Forest Plan/Land Mangement Plans: 8%

Staffing
In September 22, there were 197 staff in post (187.37 full time equivalent) with 41 live vacancies.

BRAVE VALUES & BEHAVIOURS
- Honesty & Integrity
- Respect
- Teamwork & Collaboration
- Professionalism
- Innovation & Creativity

Organisational Budget
Salaries: £9.8M
Agency costs: £180k
Office costs (including software): £1.3M
Improvement & Development: £165k
Miscellaneous: £615k
Service Level Agreements: £2.04M

Key Challenges for 22-23
- Pressure to identify and achieve savings/efficiencies
- Continued response to winter storms
- Future working arrangements
- Cost of living crisis

Key Policy drivers for 22-23
- Programme for Government – Enhancements to the Forestry Grant Scheme
- Just transition
- Net Zero
- Land Reform
- Biodiversity Loss

3. What drives our work?

Our work is shaped by Scottish Ministers' priorities, other government strategies and statutory commitments. The principle ones are:

1. **Programme for Government:** The Programme for Government is published every year at the beginning of September and sets out the actions the Scottish Government will take in the coming year and beyond. In the recent PfG a commitment was announced that the Forestry Grant Scheme will be enhanced to deliver better community engagement, improved biodiversity and increased value for money, including improved support for tree planting around rivers and streams.

2. **Scotland's Forestry Strategy 2019-2029 and Implementation Plan 2022-25** – The Strategy presents a 50-year vision and 10-year framework to action, expand, protect and enhance Scotland's forests and woodlands. The Implementation Plan sets out actions Scottish Government and its partners – including Scottish Forestry - will deliver make progress towards the Forestry Strategy's vision and linked Scottish Government outcomes.

3. **Other government targets and policies**: This includes diverse areas which influence our work, and in 22/23 includes the Climate Change Plan (which sets out woodland creation targets), Biodiversity Strategy, Land Use Strategy and the future Agricultural Bill. Under the Bute House Agreement there is a commitment to increase annual native woodland creation target to 4,000 hectares

4. **Legislative requirements**: A significant amount of our work is driven by legisation implemented by Scottish Forestry: requirements of the Forestry and Land Management (Scotland) Act 2018; associated felling regulations and Forestry (Environmental Impact Assessment) (Scotland) Regulations 2017.

Each year, every Conservancy and National Team interprets these drivers into activities and align these to our 3 Strategic Objectives. As your work and Personal Objectives are derived from your Team Plan, some drivers will affect your area of work. For 22/23, the priorities for our organsiation are:

Programme for Government – The PfG The restructure of the Forestry Grant Scheme to deliver more flexible, agile budget management; riparian woodland for more biodiversity, water and salmon benefits; expand farm advice and support; improved visibility and consultation on the FGS process; and strengthening delivery of community benefits.

Just Transition – Just Transition is about achieving a fairer, greener future for all, working towards net zero and a climate resilient economy in a way which also tackles inequality and injustice. Scottish Forestry needs to take account of the challenges of large-scale decarbonisation, the cost-of-living emergency and the climate emergency in the way we approach our workforce planning, operational activities and grant delivery.

Net Zero –Scotland has set the target to become 'Net Zero' by 2045. Externally, we are contributing through our woodland creation targets and Woodland Carbon Code activities. Internally, we need to develop a plan to ensure that our activities cease to generate any greenhouse gas emissions by 2045, which is being taken forward through our future working programme. Mitigating the impact of and adapting to climate change is also a priority, and we will be building on the learning from Storm Arwen.

Land Reform – We will be working on the new Land Reform Bill. It will affect how land is owned, bought, managed and used. It aims to increase diversity in ownership, and create more opportunities for communities to engage in decision making about the land around them and share in the benefits it brings. We will share our expertise in relation to issues such as the carbon offsetting and woodland creation. We will also consider how forests can bring additional public value and community benefits. If compulsory management plans are introduced, this may require SF to update our processes.

Biodiversity Loss – We will be working to influence and highlight how forestry can deliver in the new Scottish Government Biodiversity Strategy. This will be focused on the potential for forestry to enhance biodiversity; support the development of nature networks; natural regeneration; and increasing woodlands on farms.

4. Our People

Our staff are our most important resource.   In September 22, there were 197 staff in post (187.37 full time equivalent) with a further 41 staff planned to be recruited across 22-23. This recruitment is due to staff turnover, internal promotion, temporary vacancies due to maternity leave, parental leave, career break and back fill of new posts is ongoing.

Actions on the People Survey
Much of our work in relation to our staff is driven by the results of our People Survey, which takes place each Autumn. Very positive feedback was provided in the following areas:

- 72% stated 'I am proud when I tell others I am part of my organisation'.
- 97% stated 'I am interested in my work'.
- 92% stated they have a choice in deciding how they do their work.
- 90% stated 'I have a clear understanding of my organisation's objectives.
- 'My Manger' theme scored highly, at 73%, as did 'My Team' at 84%.

Areas of concern and the actions we are going to take are highlighted below:

Learning and Development - Two new staff, the Learning and Skills Development Manager and Learning and Skills Development Officer, will lead the development of our Learning and Skills Development Strategy meeting both corporate and individual needs. I-Trent is enabling us to capture Agency wide learning and skills development requirements, and will inform our 22/23 programme. Our Induction Programme is being reviewed. Work has started on a development programme for Assistant Woodland Officers and Woodland Officers, and will be rolled out in Spring 2023. All Conservancies have learning, development and mentoring activities as a priority, sitting alongside topical training being led by National Teams.

Leadership and Managing Change – A Leadership and Management Development Programme will be in place by early 2023, and part of this will focus on managing change. The Programme Management Office will create an approach to managing change, including a best practice framework, proportionate and aligned to our values.

Workload and Wellbeing – Action has been taken to address high workloads and insufficient resourcing. By August 22, we had 37 new/additional posts appointed to or in progress, with a further 4 appointments underway. Improvement projects are streamlining processes and enhancing systems. These will positively impact workload in the medium to longer term. Promoting wellbeing has been a key priority throughout the Covid pandemic and beyond. The Health, Safety and Wellbeing Committee will be reviewing our priorities in this area with the Wellbeing Adviser, including the role of Mental Health First Aiders. People have had different experiences during the pandemic, and guidance will be provided to Managers and peers to support people appropriately. Maintaining wellbeing has been a focus of the Future Working project, and will continue to be.

Discrimination, Bullying and Harassment - Further Engaging the Bystander training sessions are being scheduled for those who have recently joined. These explore behaviours in the workplace and how colleagues can act to address inappropriate or unacceptable language and behaviour. Follow up sessions will be set up for teams on specific issues. Leaders and Managers are to be equipped with the knowledge and skill required to identify and appropriately address sensitive issues including bullying and harassment.

Future Working Our model for future working continues to evolve and develop. Following a period of insight gathering the Senior Executive Team have approved to trial an activity based hybrid model for all staff. This means working locations are determined by the activity being carried out. To maintain our culture, values and cohesion, all staff will be expected to engage, collaborate and support peers face to face on a regular basis throughout each month.

Throughout this phase key impact and equality assessments will be undertaken as well as steps to align the project more closely with digital, Net Zero and sustainability work. Work will be done to understand learning, development and training requirements to meet hybrid working needs. Joint work will also be

undertaken with the Wellbeing Manager and Health, Safety and Wellbeing Group to develop a strategy to support staff.

Within Conservancies, there will be a trial of 'appointment only' model for external stakeholders/public meetings and visits, this model will be tested with external stakeholders and sit alongside a time where we are investing in our external communication channels/platforms.

Given the natural alignment our approach to estate will be in scope for the Future Working project going forward. Looking to ensure a presence across Scotland and workspaces which are fit for purpose, meet our business needs and present value for money.

Our approach will be underpinned by staff engagement, regular communications and updates and transparency.

Equalities, Diversity and Inclusion (EDI) and Values
We continue to work hard to embed our Values, and to strengthen our approach to EDI. Through our Equality, Diversity and Inclusion Action Plan, is being taken forward at an organisational level around 3 key areas of activity; Inclusion, Learning and Skills Development, and Recruitment and Retention. Actions being taken include:
- Equality monitoring of Learning and Skills Development activities to identify gaps affecting under-represented groups.
- Implementation of the Employee Passport Scheme. This helps create an inclusive and supportive environment which allows everyone to perform at work by providing a framework for colleagues to have a discussion with their line managers and agree any workplace adjustments that will help.
- Collection and analysis of recruitment equality data and staffing equality information, which will enable targeted action to be taken.
- Exploring the career progression barriers faced by women through focus group, which, longer term, will address the gender pay gap.

Across the Conservancies, there is a focus on creating a positive, supportive, rewarding culture; enhancing wellbeing through team meetings and events; and reinforcing our values through discussion and interaction during face to face meetings and events. Some Conservancies are taking action to avoid a long hours culture; addressing stress associated with high workloads; and tackling inappropriate behaviours from customers. This is being done through mentoring, improved work programming and training.

Across the organisation, our communication activities play an important role in promoting our Values and EDI, ensuring all our people have a voice and visibility through our communications. We will continue to investigate options around making our documents, communications and templates more accessible; as well as promote EDI through the tone and brand of our communications/visuals/photography. Recruitment campaigns and broader articles represent opportunities to collaborate with teams to show the many jobs available at SF. At an organisational, local and national level, the publication of positive articles promotes what we do to a wide range of community members, stakeholders and potential recruits, and boosts staff morale. The Finance and Business Support Team are going to introduce a Team charter based on our Values.

The Business Planning process has highlighted other EDI issues which need to addressed. The first is that EDI issues on any programme, project or decision should be considered as standard, and Equality Impact Assessments routinely carried out on any decisions affecting our people. Secondly, women represent 53% of our workforce but this is not reflected within our decision making structures. Action on these areas will form part of the next EDI Action Plan.

5. How are we governed and how are decisions made?

Our Chief Executive is the Accountable Officer, and is personally accountable to Scottish Ministers and the Scottish Parliament. They are responsible for managing Scottish Forestry as a high-performing and continuously improving organisation, with effective and efficient operation and financial management.

You can see the principal decision making structure supporting the Chief Executive in the table below. The Senior Executive Team (SET) provides leadership, focusing on matters which require strategic collective oversight. The SET supports well informed, evidence-based decisions, setting strategic direction, policies and organisational performance, with SET members receiving advice and guidance from their own business functions. Collectively, they are also guided by external and internal groups on a range of issues. The decision making of the Chief Executive and the SET is guided, challenged and scrutinised by the Strategic Advisory Group. The Audit and Assurance Committee supports the Chief Executive particularly around risk management, performance, control, governance and associated assurance to support year-end accountability and reporting. The Leadership Team Meeting will evolve and run as a series of development sessions to ensure consisent knowledge, effective management and good organisational practices across senior staff. There are plans to establish Regional Advisory Groups. See here for detail on our governance structures.

Overview of Governance Structures
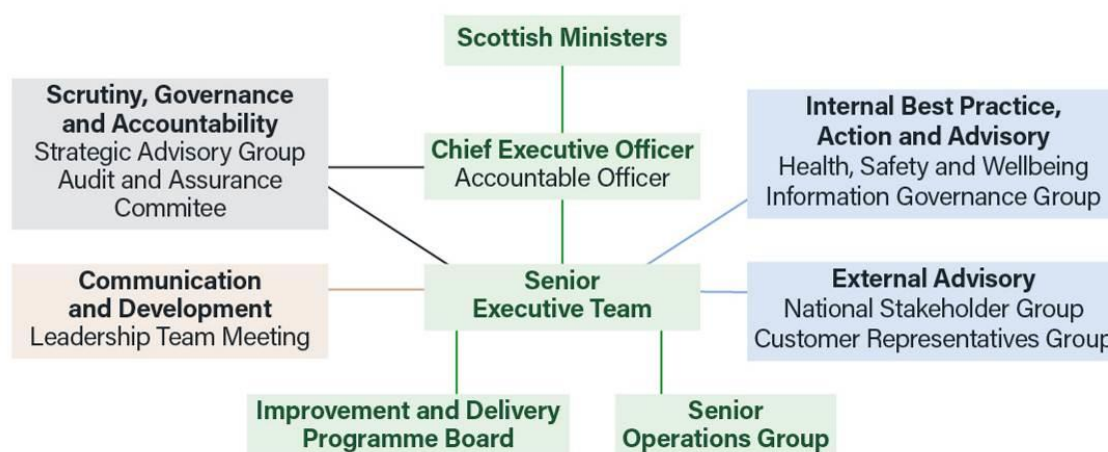
6. Our Business and Team Planning

Our Conservancy and National Team Plans are very important as they set out the specific details of what indiviuals will deliver and their expected outcomes. By going through the process of discussing their team's priorities and challenges, individual staff get a broad understanding of the context of their work, and how what they do makes a difference. It is an opportunity to colloaborate, feed in ideas, and get issues aired and addressed.

The Conservancy and National Team Plans make it easier to see what is being taken forward across the organisation. Strategically, we can identify where staff can pool resources and work together across teams. It helps us track how we are making progress towards our organisations strategic objectives – and this is laid out across the next 3 pages.

Links to Conservancy and National Team Plans 22-23					
Conservancy Plans	Grampian	Central	Perth and Argyll	Highlands and Islands	South
National Team Plans	Executive Office	Policy and Practice	Operational Services and Transformation	Finance and Business Support	Operational Delivery - TBC

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.

Area of Work	Who?
Woodland Creation: Delivery of 15000 woodland creation. Process grant applications, EIA, claims and inspections within charter times.	Conservancies
Deliver regulatory functions: Process Statutory Plant Health Notices, Forest Plans, Land Management Plans and Felling Permissions to statutory timescales. Respond to reports of unauthorised fellings.	Conservancies
Promote Sustainable Forest Management: UK Forestry Standard consult on revised Standard and practice guides. Hold events for agents to raise awareness of UKFS and improve due diligence. Highlight importance of community consultation and delivery of additional assets.	Policy and Practice Grampian Conservancy
Climate emergency and biodiversity crisis: National stakeholder engagement. Further develop policy on carbon, resilience and adaption. Improve native woodland extent and condition and natural regeneration. Plan for wildfire resilience. Review evidence of drought. Development and implementation of policies to increase carbon sequestration. Work on Woodland Carbon Capture Investment Programme. Further develop policy on carbon, resilience and adaption, and community engagement, as well as Woodland Carbon Code.	Policy and Practice
Environment/Biodiversity: Commission work on biodiversity related topics, including peaty soils, nitrogen in forestry ecosystems, and flood management. Gather new evidence on carbon balance of different woodland creation and management strategies. Work with partners on different projects including biodiversity benefit, water protection, flood mitigation, raptors and nesting birds.	Policy and Practice
Enhance the Forestry Grant Scheme: Improve community engagement, value for money and reversing biodiversity decline by improving support for tree planting around rivers and streams. Post SRDP grant support for forestry.	Policy and Practice Operational Delivery
Implementing ongoing updates and improvements to Forestry Grant Scheme: Better align with WCC, to address inflationary pressures, introducing WC maintenance capital items, uprating agroforestry option, succession process, end of year reporting process, financial risk assessment and standard security process, variations process, SAF processing, appeals, recoveries process guidance, improvements required in response to recent FGS audits.	Operational Delivery
Work across SG: Integrate forests and woodlands with other land use objectives. Work on National Planning Framework Land Use Strategy. Investment in Natural Capital Programme. Policy developments on deer, biodiversity and post EU environmental equivalents. Biodiversity Strategy and Implementation Plan – include new evidence-based targets on native woodlands. Input to new Agricultural bill Input to relevant legislative programmes.	Policy and Practice Operational Delivery
Scotland's Forestry Strategy: Develop Implementation Plan 2022-25. Parliamentary progress report.	Policy and Practice National stakeholders
Raise Awareness of forestry: Partnership Working through ministerial engagements. Promote woodland creation business objectives through our external and stakeholder's channels. Continue connecting with key stakeholders and new audiences using effective key messaging through social media channels and website (redevelopment).	Executive Office Individual Conservancies
Community engagement: Use partnership working to better connect with communities, diverse groups and key influential stakeholders. Promote woodland-based health activities, including Branching Out. Investigate links between health and wellbeing and proximity to Woods In And Around Towns. Improve information on public access to woodlands. Support education through the Outdoor Woodland Scotland groups. Progress forests and woodland as setting for lifelong learning and play. Improve community consultation and identify community wealth building opportunities. Support local initiatives and community projects. Review Scottish Forestry funding for community activities, and support community groups to source funding. Work with partners/stakeholders to deliver landscape scale projects.	Executive Office Individual Conservancies Policy and Practice
Economics and Business Development: Increase understanding of contribution to sustainable and inclusive economic growth. Ensure predictable wood fibre availability. Increase knowledge and awareness of forestry sector careers. Assess timber supplies to enable continued growth of construction and biomass. Decarbonisation and future proofing of timber transport and timber harvesting. Deliver £7M Strategic Timber Transport Fund. Commission studies on economic value of woodlands for flood alleviation; impact of investments in forestry on employment, and evidence to boost investment in woodland creation.	Policy and Practice
Tree Health: Assess and review emerging pests and diseases threats. React to any new disease threats. Integrate climate change modelling. Identify high risk pathways. Develop management approaches. Develop low carbon techniques to map disease outbreaks and stress in trees. Maintain long term tree health through effective surveillance, contingency planning, and management of pests and diseases. Review contingency plans. Provide advice and guidance on tree health, biosecurity, specific pests and diseases. Focus on ash dieback. Ensure regulation and border control in place for control of tree pests and diseases, aligning with UK government.	Policy and Practice
Compliance and Enforcement Procedures: Revise and update UKFS compliance procedures. Develop a register on enforcement action (tied to UKFS Compliance Register), including case studies. Revise and update approach to unauthorised felling. Regulations procedures and guidance, including developing new regulatory processes introduced by the FLM (powers of entry, step in powers, felling directions). Update procedures and guidance for staff on Habitat Regulations Appraisal process.	Operational Delivery

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

Area of Work	Who?
Implementation of Conservancy operating model: Move from a beat to a geographic structure. Fill outstanding vacancies. Engage with and support staff, and provide training and mentoring. Develop the teams, and plan, allocate and review work progress.	All Conservancies
Target Operating Model: Finalise and implement TOM Develop associated Improvement and Delivery programme/plan to implement this. Set up revised governance arrangements.	OST
Induction pack: Provide clear structure and improve on prioritisation of induction training and activities to guide and support new staff.	OST
Learning, training and staff development: Across the organisation, identify roles, projects and tasks which contribute to staff progression and skill base and record/review using i-Trent. Conservancies to run various training options on topics such as UKFS compliant, woodland creation standards and tree health issues, and support team members to develop specialist skills in different areas of sustainable forest management. Topical training led by Subject Matter Experts, such as forest planning, procurement and data protection, to be offered across organisation. Support in the use of digital tools will be provided as Office 365 is rolled out. Continue roll out of Engaging the Bystander to new staff. Increase access to formal training and qualifications. Increase business resilience and staff capacity through knowledge/job sharing, guidance and instructions to cover leave/absence.	All Conservancies All National Teams Supported by OST
Leadership Development: Sessions to be run to improve organisational effectiveness, covering areas such as risk management, health, safety and wellbeing, and data protection. Training in management will be provided from performance management, management for hybrid working and addressing bullying and harassment. There will be workshops on current policy issues, such as the Biodiversity Strategy.	All Conservancies All National Teams Supported by OST
Development Programme for AWOs/WOs: Two year professional learning package to give WO/AWO staff necessary skills, knowledge and experience, at high and consistent standard.	Conservancies/OST
Workload management and programming:	
Future Working: Develop approach to hybrid working, tying this to clear improvement outcomes. Trial activity-based hybrid model. Review office requirements, such as desk layout, meeting spaces, use of pool cars etc. Undertake trial of 'appointment only' model at Conservancies. Scope learning, development and training requirements to meet hybrid working needs. Joint work to understand support and wellbeing needs of staff. At individual Conservancy/Team level, maintain our culture, values and cohesion through regular face to face events and meetings, as well as regular communications.	OST Individual Teams and Conservancies
Corporate communications and content: Use strategy, plans, staff survey and feedback to create cross-channel plan reflecting needs of the business and staff. Website modernisation project to meet stakeholder and business needs, reflects the scope of our work and improves user experience. Review and evolve internal channels and content including staff briefing and saltire. Continue to build 'content bank' to bring our work to life. Work with teams to develop comms for key topics/discussions. External focus: future grant support, implementation plan delivery, woodland creation target, our role in Net Zero, tackling biodiversity crisis. Internal focus: staff development, future working and sustainability, recruitment, TOM and improvement programme. Lead on Brand. Implement our Gaelic Language Plan. Undertake a publications review. Deliver external stakeholder mapping exercise. Create standard briefings and topline messages for correspondence/PQs. Work with others to make information/lines available on our position on key staff and policy issues and FAQs/standard communications on key themes for communities and stakeholders	Executive Office
Equalities, Diversity and Inclusion (EDI) and Values: Implement EDI Action Plan. Conservancies are working to create positive, supportive culture positive, and enhancing wellbeing through team meetings and events. Conservancies reinforcing our values through discussion. Conservanices tackling inappropriate behaviours from customers. Conservancies addressing workloads through mentoring, improved work programming and training. Organisation wide: communication activities to ensure ensuring all our people have a voice and visibility through our communications. Make documents, communications and templates more accessible. Promote EDI through the tone and brand of our communications/visuals/photography. Promote diverse jobs available at SF. Publish articles on SF for wide range of community members, stakeholders and potential recruits. Finance and Business Support Team: introduce a Team charter based on our Values. Executive Office tracking EDI representation across governance structures.	All Conservancies All National Teams

Strategic Objective 3

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

Area of Work	Who?
Case Management Process Improvements: Continue prioritised set of projects on case types that improve efficiency and management information. Initial focus on unauthorised felling and SPHNs; followed by initial work to improve Long Term Forest Plans, the Public Register and EIAs. Options around remote sensing compliance monitoring will be considered.	OST Supported by Conservancies
Digital Tools: Improve and expand use of digital collaboration and design tools, supported by user education schedule. Work on Digital Signatures which meet legal compliance as well business needs. Digital Telephony Review and Replacement. Support positive roll out of Office 365. Ensure recent technical developments eg tablets and new casebook types incorporated into regular working practices.	OST Supported by Conservancies
Management information: Across the organisation, sources of management information will be set up and /or improved to enable a data driven approach across our planning, delivery and reporting, internally and externally. Monitor, track and report volume of work and workloads to prioritise staff time. Balance ongoing work on felling permissions, management plans, illegal felling investigations, site surveys, inspections and restock surveys. Manage pipelines of complex/large scale woodland creation schemes. Broaden collection of EDI data. Explore new technology to enhance data and management areas for Policy areas, such as Tree Health. Develop and implement reporting capability for WC target, forest plans, felling and unauthorised felling. Improve budget/finance management information.	All Conservancies All National Teams
Service Level Agreement: Create new improved Service Level Agreement with Forestry and Land Scotland. Set up transition plan/project/governance to decouple Finance, HR and aspects of L&D services by March 2024.	OST
Corporate Responsibilities and Compliance: Continue our journey towards the agency's maturity in meeting and gaining value from our corporate and statutory responsibilities. Focus on creating/reviewing structures for good information governance, accountability and assurance. Take action on areas of compliance previously deprioritised: corporate parenting, Modern Slavery and Open Data. Continue improvements on our organisational accountability, governance and transparency. Embed Risk Management, review Business Continuity Plans and update Framework Document. Review our organisational approach to MiCase system. Review complaints handling.	Executive Office
Corporate Planning: Prepare the Corporate Plan 23-26. Continue to improve Team Planning. Evolve Business Planning & Budget Monitoring processes.	Executive Office Finance and Business Support
Financial Systems: Identify and procure new finance system for implementation by 2024, or establish a suitable contingency until this can be achieved. Revise and reinstate Finance Support Visits and commence reviews to strengthen assurance processes in 2022-23. Promote and help introduce increased levels of staff self-sufficiency and knowledge of Finance & Business Support, through improved guidance and structure, presentation and usability of webpages on Saltire. Review and update Forestry Strategy Implementation Fund (FSIF) guidance, establish budget/finance roles & responsibilities, re-establish project audits to deliver process improvements. Identify and establish Direct Purchasing Authority operating model for procurement in SF.	Finance and Business Support