**Improvement Programme 2019/20 – 2023/24**

**Outcome:**

By 2024 Scottish Forestry is an innovative, agile and accessible agency, successfully helping to deliver the Scottish Governments’ key objectives for forestry in Scotland while improving stakeholder experience and staff development

**Key Objectives:**

Support the forestry sector to deliver the increasing annual woodland creation target of 12,000 hectares from 2019/20, 14,000 hectares from 2022/23 and be in a position to achieve 15,000 hectares from 2024/25

By 2022 Scottish Forestry has implemented a staff development programme and a new recruitment approach based on organisational capacity requirements that results in posts being filled more quickly, improved age diversity and staff progressing to more senior roles in the organisation, improving staff satisfaction scores organisational performance

By 2023 applications for all forestry grants and loans have increased and these applications are dealt with more quickly

By 2024 Scottish Forestry has reviewed a wide range of potential technological approaches and implemented those most beneficial, helping to increase applications and saving staff time managing applications

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| **Business Priority** | **Outcomes** | **High Level Deliverables 2020/21** |
| **Improving Accessibility** | * Implementation of a Forestry Loan Scheme that allows small landowners to access capital to assist in implementing a woodland creation scheme, increasing number of applications * Land managers with limited-to-no forestry experience have increased confidence in producing and inputting woodland creation applications, increasing the number and reducing the cost of applications * Better guidance is available to potential applicants about the opportunities for Woodland Creation on their land, increasing the number of applications | * **D1** - Introduce a Forestry Loan Scheme focussed on helping smaller scale applicants with initial cash flow on approved schemes * **D2** – Introduce new templates and guidance which simplify the application process for low sensitivity small schemes without the requirement for specialist input * **D3** - Introduce new guidance for Local Planning Authorities to identify potential for larger new woodlands at a landscape scale |
| **Process Transformation** | * Implementation of more efficient processes for delivering woodland creation pre-application and FGS Claims. Increasing the speed at which these are processed whilst delivering improvements to customer satisfaction. * SF is focussed on user needs and delivering systems and processes in line with Digital First standards, ensuring compliance and improving service delivery for stakeholders * SF has easily accessible and consistent Management Information to aid business decision making and track organisational performance | * **D4** - Deliver an upgraded digital system for managing woodland creation pre-application – ensuring this is a streamlined service that aims to meet digital first standards. * **D5** - Deliver a new digital system for processing Forestry Grant Scheme Claims which makes the process quicker and more effective and compliant with SG audit and digital first standards. * **D6** - Generate comprehensive Management Information which informs more effectively our understanding of performance and provision of customer service. |
| **Organisational Flexibility and Responsiveness** | * All SF staff are clear about the National Performance Framework and SF priorities and have their work clearly aligned to the achievement of these resulting in improved organisational performance * SF has a strong focus on skills development and providing progression opportunities for staff, it has a skilled and competent workforce with the capacity to meet customers needs and deliver organisational priorities * SF attracts, recruits and retains staff from different backgrounds, particularly providing opportunities for young people and has an organisation structure that meets customer and staff requirements and expectations | * **D7** – Develop and implement a staff development programme to ensure all staff have a clear understanding of the National Performance Framework and SF priorities, values and behaviours and the part their role plays in delivering these * **D8** – Identify and develop key skills to allow SF to meet future customer needs and workload pressures and implement a training programme to enable staff to progress in the organisation * **D9** – Develop a workforce plan, including a career progression framework and review organisational structures to maximise organisational efficiency |
| **Maximising Benefits of Technology** | * SF have a consistent and repeatable process in place to monitor woodland felling and restocking activity at a national level, allowing effective monitoring of the management of Scotlands forest cover in order to better assess the sustainable management of our forests * SF provide customers, stakeholders and the wider public with open access to SF spatial data, facilitating applications to the Forestry Grant Scheme, by helping them better assess their proposals and work with SF more efficiently * Improved functionality of SF GIS systems enabling staff to better administer the Forestry Grant Scheme and more efficiently manage increasing activity levels | * **D10** - Develop and implement effective systems for monitoring felling and restocking of Scotland’s woods and forests using remote sensing technology (see Objectives 1 and 2 within the MBT Project Initiation Document) * **D11** - Provide an effective portal for customers to access and use spatial data (see Objective 3 within the MBT Project Initiation Document)      * **D12** - Providing improved functionality and better integration of spatial data with business systems (see Objective 4 within the MBT Project Initiation Document) |