



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

Corporate Performance Report - Summary

2021/22 Quarter 1

April – June 2021

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Definitions: Corporate Outcomes










Red, Amber, Green (RAG) ratings








	Supporting a Sustainable Rural Economy
	Looking after Scotland’s National Forests and Land
	National Forests and Land for Visitors and Communities
	A Supportive, Safe and Inclusive Organisation
	A High Performing Organisation

Red	Target will not be met
Amber	Target is unlikely to be met without intervention
Green	On track

* Indicates Key Performance Indicator

1. Key Performance Indicators (KPIs)

Corporate Outcome	Performance indicator	Target	RAG	Reasons for Red or Amber Rating
	Volume of Timber Brought to the Market	3.2m ³ obs	Amber	99.5% of the proposed competitive sale volume has been brought to market in the 3 sale events up to 30th June. This is predicted to fall to 94% in Quarter 2, requiring circa 200km ³ obs to be presented for sale in the November tender and any other Spot Sales that may arise. LTC volume commitments will be achieved, however there appears to be a limited volume available for local negotiation – this will be the primary cause of any overall shortfall to the 3.2m ³ programme.
	Area of Land Awaiting Restocking	Reduce from 20/21 figure	Green	Current value at end of Q4 31,728 ha
	Area of Woodland Creation	650 ha	Green	Current forecast is 883ha. There are 6 sites currently in various stages of being tendered, any slippage in tendering may impact the overall figure.
	Area of High Conservation Value Forests and Land	Maintain 20/21 Area	Amber	Reduction of 936 ha over 20/21, due to ongoing review and redesignation of Natural Reserve sites due to tree health impacts and the need to identify plantation-based reserves. High confidence in completion by Q4.
	Cumulative total area of peatland with initial restoration action	Increase by 10%	Green	The need to establish new procedures for submitting prior notification to local planning authorities and also extend current framework contract arrangements has led to some delays. Additional sites being brought forward as mitigation.
	% of Notified Features on Designated sites in favourable (or unfavourable recovering) condition	94%	Amber	Achieving currently – possibility to exceed by the end of the financial year. However, depending on the suite of sites monitored and reported on by Nature Scot in the next few months, there remains the potential for this to fall below the target %.
	Maintain UKWAS certification	Maintain	Green	The next UKWAS annual surveillance audit is scheduled for 8 th – 12 th November 2021.
	Number of community groups engaged in recognised partnerships and agreements	90	Green	Ongoing discussions with a further 27 groups to develop new agreements. Ongoing engagement / permissions with an additional 25 community groups.
	Visitor Centre Net Promotor Score	70 NPS	Red	Visitor centres have been closed due to current restrictions meaning comments cards have not been available making it impossible to report against this measure.

Corporate Outcome	Performance indicator	Target	RAG	Reasons for Red or Amber Rating
	Percentage of women/females in senior roles (SCS –PB4)	40%	Amber	At the start of Q1, two senior female members of staff left FLS. Recent recruitment at a senior level has seen more males successfully appointed than females.
	Ratio of near miss reporting to total accidents and incidents reported	20%	Amber	This ratio has been consistently just below the target over the last few quarters, due in part to ongoing underreporting of near misses. It should be noted, however that this % does not include hazard/ unsafe condition reports. If these were added to the total near miss reports this makes 45%. A new Standard Operating Procedure for accident and incident reporting will be launched in Q3, providing an opportunity to further promote near miss reporting
	Staff Engagement: Percentage of employees who would recommend FLS as a great place to work	70%	Red	The People survey is held annually, so the % remains the same as Q4 20/21 and thus reason for the RAG rating. Sessions to review the results and create action plans are ongoing.
	Average number of working days lost per FTE	9.5 days	Green	Below pre-Covid levels - beginning to level out. In part, absence levels have reduced due to homeworking continuing.
	% of requests for information (FOI) processed on time (within 20 working days of receipt of the request)	95%	Green	n/a
	% of Ministerial and Corporate Correspondence System (MACCS) queries responded to within agreed timescales	95%	Green	n/a
	% of complaints closed at frontline resolution stage	80%	Grey	Review of complains process ongoing.

1. KPI Improvement Actions

- Volume of timber brought to the market** - The shortfall is due to lack of local negotiations as other competitive sales have been supplemented by intermediate spot sales. The Delivery Managers (DMs) will be confirming whether the shortfall which remains will be reduced through local negotiations or if they will put forward additional volume into the sale events. This amounts to 134K m³ OBS of potential shortfall. DMs will be contacted to ensure this volume is either 1) Negotiated by December or 2) Cycled into competitive sales over the same period.

- **Peatland** - Revised plans are in place to enable the full programme target area of 1,100 ha to be delivered by the year end and these plans are being overseen by the Peatland Project Board. However, this KPI remains as 'amber' status until we are clearer on the extent to which Prior Notification and procurement issues will hold up the process.
- **Percentage of women/females in senior roles (SCS-PB4)** - The post-pandemic picture is that there are fewer candidates available across the employment market so competition for talent is fierce. Options are being explored to raise FLS' profile as an employer and work continues on positive action in recruitment to encourage more females to apply for roles with the aim of increasing the women in the agency. The new Recruitment module in iTrent is also improving candidate experience, leading to fewer non-completions of applications.
- **Work based learning** - All 14 Trees & Timber Modern Apprentices (T&T MAs) are now attending college at UHI and are enjoying their learning as well as getting to know one another. The job advert for the next cohort of T&T's MAs in Central and South Regions was successful and we have 10 MAs starting in August 2021. Preparation is underway with the two regions and Barony for the T&T apprentices. Preparation is also underway for 2 Engineering apprentices who will be placed at Cairnbaan and Aberfoyle. They will attend Glasgow college as part of their apprenticeship.

2. Impact of Covid-19

The following information summarises the main impacts of Covid-19. Further information is also included in the FLS Business Plan review section.

2.1 Business services

- Whilst COVID-19 is not having an immediate direct impact, the long term impact of Covid-19 continues to be felt within both Finance & Procurement. Delays incurred during the lockdown will continue as the teams seek to clear backlog work and find space/capacity to catch up.
- **Recruitment** - At the beginning of the first lockdown in March 2020, the Home Office put in place an interim change to all for Right to Work checks (RTW) to be carried out digitally. This was due to end on 1 September 2021 and face to face checks were to return but has now been extended to 5 April 2022 and is likely to continue as the UK Government explores digital solutions to replace in person checks.

2.2 Corporate Services

- All Corporate Services staff continue to work from home. The national lockdowns over the quarter have placed additional stresses on the team, particularly on those with caring and/or home-schooling responsibilities. Where possible work has been prioritised or pushed back.

2.3 Estate Development

- Delays on the marketing of key properties :- currently working through a backlog of land sales/community transfers as a result of Covid-19 restrictions.

2.4 Land Management

- The main impact of Covid-19 is on the ability of staff to engage effectively in creative problem solving; this, together with the constraints on travelling and meeting on sites, remains a barrier to the development of strategic projects and to solving some of the more complex management problems that we face.

3. Impact of Covid-19 – Regions

3.1 North Region

- Safe working practices well established in terms of Covid-19 and audited. Very little staff absence due.
- Most staff continue to work from home and teams work hard to maintain team cohesion, e.g. through field visits.

3.2 East Region

- Visitor numbers have increased significantly throughout the region due to increased ‘staycations’ across the country.
- Resilience and wellbeing issues have surfaced within the region relating to work and non-work pressures.

3.3 Central Region

- Reduced flow of information from chance and face to face meetings in offices partially offset by greater emphasis on site visits. Some staff may find it easier to remain at home but can become isolated from the wider team under this way of working.
- Restrictions around vehicle sharing continue to put pressure on the vehicle fleet and mean reduced efficiency from people traveling in separate vehicles.
- Covid-19 absences (for direct infection of employees) have not had a significant impact but following schools re-opening many parents again had additional caring responsibilities.
- Working from home issues with staff taking less breaks during work hours.

3.4 South Region

- The region has overcome many challenges but mental wellbeing remains a major concern from working in isolation and in silos which in turn has resulted in staff not being aware of activity in other areas.
- Contract issues remain a concern as CV related expense is fed back to the business
- We are exploring options for limited return to offices, but this is proving challenging and possesses complex requirements and processes.

3.5 West Region

- Covid-19 Recovery continues to be a core focus. Significant contribution from all team members in evolving their skills in relation to technology, video conferencing and other more dynamic and innovative ways of working to maximise communication and IT based work streams.
- The main focus area now moves to safe and phased return which for West Region is paused until Fire Warden training and compliance can be achieved. On completion of this training and subject to any new/up to date SG guidance, our journey will continue.
- As the safe and phased re-opening offices progresses the Region will develop smarter working, blended working principles and consolidate the team discussions that are taking pace as part of our guidance and support for all.
- The Region continues to deal and support work/life challenges in relation to caring and self-isolation challenges across the Region as a result of increased cases across the West Coast and specifically schools/children.

4. Performance Evaluation

Business Area	Key Achievements	Opportunities for Improvement
Business Services	<ul style="list-style-type: none"> • L&D supporting 2 individuals going forward to the Young Scotland Programme - one procurement apprentice and one civil engineer apprentice in West region. Originally only one apprenticeship was planned however the quality of submission was so high we considered both. • The replacement recruitment system has been launched as a module in iTrent, improving the recruitment process for candidates and hiring managers. • The new, simplified approach to P&D was successfully launched on 1 April supported by: a new Performance and Development module on the HR system, new policy and guidance documents, videos and training / information sessions. • SG Internal Audit completed an IT Cyber-Security Audit on FLS in Q1 which reported Reasonable Assurance which is a very good result with the current heightened cyber threat and surrounding scrutiny following a very high-profile attack last year. The Digital Services team have already commenced work on recommended actions. 	<ul style="list-style-type: none"> • The impact of key projects such as MIP has highlighted capacity issues within Finance & Procurement teams during Q1 and this is being addressed as part of workforce planning. • The existing core financial system (e-fin) will not be supported beyond this financial year. A business case will be presented to MIP Project Board in September, due to significant overlap with this project, to agree a way forward. • Health surveillance is behind schedule as noted above. Whilst work is being undertaken with our current provider to rectify this, the procurement of a new contract and the addition of a Health Safety and Wellbeing Coordinator post are future improvements that will help ensure that this gets back on track.


Business Area	Key Achievements	Opportunities for Improvement
	<ul style="list-style-type: none"> The Digital Services team have completed alignment with the British Computer Society (BCS) Skills Framework for the Information Age Plus (SFIA+) standard. This ensures that staff in IT related roles have a structured approach to professional and personal development, and ensures that FLS benefits from having industry assured IT professional skills. 	
Corporate Services	<ul style="list-style-type: none"> Successful launch of the Executive Team (ET) Gateway Approval Request process, Change and Investment Board, Investment Strategy and associated guidance/processes Working in partnership with FTUS to progress establishment of the Trade Union Office, including promotion communications. 	<ul style="list-style-type: none"> Continue to develop training and related materials for embedding risk management across the organisation.
Estate Developments	<ul style="list-style-type: none"> Morvern Development Trust are now operational at their 1.6MW Barr River scheme (West Region). This is the largest community owned scheme to progress on Scotland's national forests and land. Launch of the Strategic Acquisition Fund to replace the previous New Woodland Investment Programme which is near end point. Secured additional £30M over 5 years of additional SG funding for land acquisition and planting. EdF have started construction on their 30MW wind scheme at West Benhar in West Lothian (Central Region). 	N/A for Q1.
Land Management	<ul style="list-style-type: none"> TreeTape trial for 2021 laid down at Newton with further enhancements made to 2020 trial. Procurement strategy for longer term use of TreeTape being produced by MacRoberts LLP and CivTech with support from FLS Procurement. BBC deer management feature broadcast TCV (conservation volunteers) looking for sites to do environmental volunteering (11.000, enough volunteers to plant 20.000 trees planting etc.) 	<ul style="list-style-type: none"> Routine communications between regions and Plant & Seed Supply team need strengthened to avoid late surprises in programme delivery and uptake of forward produced and purchased planting stock. Plans in place for 5 regional reps to meet fortnightly with FMO and Head of Plant & Seed Supply to track progress. Poor dispatch in July and August (due to Scottish/English holidays A/L and mills shutdown) - income down

Business Area	Key Achievements	Opportunities for Improvement
	<ul style="list-style-type: none"> Land transfer to Ettrick marsh community group Negotiated an increase in price of venison with Highland Game FLS signed up to the Woodland Carbon Code 	<p>significantly as a result. September 2021 will indicate whether this can be caught up. Some long-term concerns regarding haulage availability especially over winter when loads become heavier.</p>
North Region	<ul style="list-style-type: none"> Next A82 step ground harvesting coupe above Loch Ness started after considerable planning and partnership working with Transport Scotland and other stakeholders. Cairngorms Connect won Holyrood award at COP 26 fringe event. Good media coverage with deer management and peatland restoration both being featured on BBC Landward. Community Asset Transfer Scheme to Isle of Raasay community completed allowing construction of new hydro scheme. Halsary Windfarm in Caithness completed. 	N/A for Q1.
East Region	<ul style="list-style-type: none"> A 5 year business plan has been produced to provide strategic vision and clear prioritisation of regional operations. Additional investment and partnership working has supported better visitor experiences across our key visitor sites. Gowmoss peatland restoration has been completed and Gartly and Clashindarroch are progressing. Progress on Drummond Hill Land Management Plan which has now been submitted to Scottish Forestry – specific actions to tackle larch PR. 	<ul style="list-style-type: none"> Workforce Resilience – addressing vacancies and measures to attract & retain talent Training & Development – on-boarding, induction and targeted training for new colleagues in particular at all levels and all functions Processes Improvement – local and national action to clarify and improve our processes and adapt them to changing market dynamics
Central Region	<ul style="list-style-type: none"> Deer cull on track to deliver a record regional cull in line with what population models indicate is required to begin reducing (or to maintain where already low) deer densities. Working towards a target of 2 – 7 deer per km² Successful completion of the first stage of work at the Rest and be Thankful with the site now deer fenced and hefted sheep removed. This 	<ul style="list-style-type: none"> Vehicle fleet utilisation (product of covid-19). Staff mental health/morale to be analysed and support provided to maintain mental health and effective, safe service delivery.





Business Area	Key Achievements	Opportunities for Improvement
	<p>extremely challenging fence line construction required close collaboration with Transport Scotland for design around the landslip protection infrastructure, site access and road closures for helicopter lift of materials. This paves the way for the initial tranche of planting spring 2022.</p> <ul style="list-style-type: none"> ● Recent recruitment success filling in a lot of vacancies at the craftsperson and WSS grades. These vacancies were often created by staff developing “on the job” and gaining promotion within FLS. ● Response to visitor pressure and deployment of seasonal rangers alongside regular staff on sites has been well received by public and recognised by partners ● Embedding Smartsheets into our Region has given greater visibility and control for Stewardship Teams ● Successful RTIF bid for extension to carpark at Ben A’an. Construction underway. 	<ul style="list-style-type: none"> ● Training – from a delivery perspective this is particularly around competency in effective contract management at PB5 Forester and 6A WSS roles. A huge number of staff in these roles are new in post (either new to FLS or promoted) since the beginning of the pandemic and have therefore received little support. Actions to work with L&D and also our own in region learning opportunities. ● Turnover of staffing continuing to cause problems especially as lead in times for recruitment are long
South Region	<ul style="list-style-type: none"> ● Positive feedback from the UKWAS audit in November ● Successful recruitment of excellent members of staff into the Planning and Environment team. ● Development of the revised Larch Strategy on Arran. ● Approval of the 200m to tip extension to the existing Arecleoch windfarm. 	<ul style="list-style-type: none"> ● Communication: It has been noted that our capacity to ensure communication to all staff requires work to stop the feeling of isolation and silo working and improve on information dissemination so all staff feel included and part of the regional team. ● Better liaison with Scottish Forestry over “emerging” topics, in particular forest to bog restoration. ● Considerable staff shortages in key areas, in particular Delivery and Civils.
West Region	<ul style="list-style-type: none"> ● Significant progress in relation to evolving and ‘adding value’ to the Health, Safety and Wellbeing agendas across the Region via Regional and Local Forums. 	<ul style="list-style-type: none"> ● People - Continued efforts and focus to progress recruitment campaigns and continue to build/implement and evolve a resilient work force plan.






Business Area	Key Achievements	Opportunities for Improvement
	<ul style="list-style-type: none"> Increased workforce resilience through significant recruitment efforts taking the Region to within 10% of full complement. Although some re-profiling significant effort to maintain as best achievements of key programs and targets. Nevis Masterplan moving forward in relation to increased activity by Forest Holidays and Nevis Range developments, as well as UCI World Cup prep (enabling not delivering role for FLS). Regional input and development of the 5 Year Financial Plan in line with the FLS Business Sustainability program. Significant improvement of Land Management Plan approval and program building outputs to support future/robust delivery programs. 	<ul style="list-style-type: none"> Delivery - Civil Engineering programs and delivery outputs. Captured in main text but significant risk to future Regional program delivery and performance if we do not make progress/evolve systems/process and models to support (live process). Delivery - Deer Management – Continued and positive progress in relation to Population Management (culling) but more to do in terms of internal performance and external landscape scale approaches/objectives (predominantly neighbour relationships/positions).






5. FLS Business Plan – Q1 Review of Progress






Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q1	Q1 Progress (1 st April -30 th June 2021)
	Implementation of a Timber Marketing Framework. Implementation and compliance with the Timber Governance Statement.	Implement the Timber Marketing Framework and Timber Governance Statement, aiming to maximise net returns from timber assets especially Long Term Contracts and Open market competitive sales. <ul style="list-style-type: none"> Increase proportion of standing contracts. Introduce net value assessment into coupe planning. Develop new markets relating to increased utilisation and fibre recovery 	Q1-Q4 Monthly monitoring with Quarterly reporting.	Land management – marketing and sales		<p>Currently scoping out potential for Brash recovery LTCs across FLS, taking into account recent advice from Research. Target date for recommendations Spring 2022</p> <p>Demonstration of Harvesting data files provided by John Deere and next phase requirements under consideration (Access to software on DP Fleet)</p> <p>Roadside sale contracts , final draft nearing completion for peer review and consultation CONFOR. Target date Q2. Other contracts to follow thereafter .</p> <p>SRP Data analyst recently appointed on permanent contract.</p>





Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q1	Q1 Progress (1 st April -30 th June 2021)
		<ul style="list-style-type: none"> Improve forecasting of gross volume and assortments through Civ Tech challenge mensuration and inventory project. Fully utilize harvester data files Improve programme/contract monitoring & reporting via SAS Viya project. Introduce a new revised Customer Charter. Develop new Sales Contracts. Contract Monitoring dashboards in place by end of Q1. Harvester data collection started in Q1. New Data analytics in place by end of Q3 				<p>Contract monitoring dashboards and monthly strategic reviews now implemented and delivering improved support across Regions.</p> <p>SOP under development “Preparing the sale programme and timber sale contracts”. To be rolled out through a series of workshops September - January</p>
	Development of a Timber Access Strategy.	Develop a long term timber access strategy – identifying an outline 10 year programme for road construction.	Q4	Land management – marketing and sales		Permanent Head of Civil Engineering now in post and work will commence with a round of visits to Regional Managers, their Delivery Managers and Area Civil Engineers and strategy to be published in Q4.
	Providing a sustainable supply of timber to Scotland’s timber processing sector.	Improve our Work Planning processes to bring consistency to the identification and mitigation of constraints to timber harvesting and other programmes.	Q3	Land management – marketing and sales		A new Strategic Planning Manager has now been appointed who will review work planning processes to identify and implement improvements.
	Implement the Restocking Strategy for the national forests and land and develop a new	Support Regions to deliver the FLS Restocking Strategy and can contribute to the KPI on reducing the FLS land bank. Enable this via a secure supply	Q4	Land Management – technical services		New group established with 5 regional reps to meet fortnightly to guide plant requirement and dispatch in order to avoid late ‘surprises’ in delivery and ensure stock is utilised.


Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q1	Q1 Progress (1 st April -30 th June 2021)
	plant and seed supply strategy.	of trees resulting from a finalised Plant & Seed Supply strategy that combines new procurement models with enhanced and expanded direct delivery of plant supply from Newton nursery.				
	Supporting Scottish tourism and the visitor economy through the provision of visitor attractions.	Review the performance of FLS's visitor attractions; identify investment and rationalisation priorities.	Q4	Estate Development - Acquisitions and Disposals		Preparation is underway to market test the existing visitor offer to establish where there is demand for visitor services/attractions
	The review and implementation of a refreshed New Woodland Investment Programme, to deliver strategic objectives on new planting and repositioning of the national forests and land (through acquisition and disposals).	Preparation of a new Acquisition & Disposal Strategy to support a full Asset Management approach to the FLS portfolio.	May 2021 (Q1)	Head of Acquisitions and Disposals		Acquisition Strategy is in place and the first SAB met in June. During Qtr 2 there will be presentations to the other parts of the organisation in relation to the new strategy. Further comms and potentially a webinar is being considered.
	Helping the Scottish Government meet forest and woodland creation targets	Invest in FLS plant supply infrastructure and capacity to increase FLS self-sufficiency thus growing the overall plant supply market to help the sector meet woodland creation targets through access to more trees.	Q4	Land Management – planning and environment/technical services		Redevelopment project making progress with Procurement Strategy complete and tender underway to appoint design team.
	Working in partnership in order to restore vacant and derelict land for woodland planting and wider beneficial use.	Review and update FLS specification for remediation, ensure this is communicated with partners as part of the site negotiations	Q1	Land Management – technical services		Completed a standardised remediation guidance document has been drafted and adopted by the Regions.

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q1	Q1 Progress (1 st April -30 th June 2021)
	Managing the national forests and land in accordance with the UK Woodland Assurance Scheme (UKWAS) to ensure that timber and other products produced by FLS are guaranteed to be from a sustainably managed resource.	Ongoing work.	Q4	Land Management – planning and environment		The 2021 independent UKWAS audit/assessment has been arranged with the Soil Association and will be undertaken in November 2021 involving Central and South Regions.
	Maintaining and enhancing our work on peatland restoration.	Have prepared an outline plan for the restoration of the peatlands on the national forests and land, and an additional 10%(660ha) of peatland.	Q4	Land Management – planning and environment		A programme of site survey and assessment work is ongoing to establish a pipeline of future restoration projects across the national forests and land estate.
	Delivering an increased contribution towards the Scottish Government's renewable energy targets.	Work with the chosen developers from the recent 2019 Energy Offering to finalise option agreements.	September 2021 (Q2)	Renewables Programme Manager		All first stage LTAs have now been signed off with one site being withdrawn due to peatland constraints. Some other sites have specific constraints and issues and so timing of delivering option agreements will depend on how these are dealt with in the developer discussions. All developers are being allowed 12 months site investigations to contract into option. FLS has staggered the start of this 12 month period across all sites to avoid resource strain and smooth the pipeline. Timescale likely to move out to Feb 2022 (Q4)
	Collaborating with partners on integrated landscape-scale approaches to habitat management and restoration.	Support NatureScot's Strategic Projects Alliance to identify landscape scale priorities for National Heritage Lottery Fund investment.	Q4	Land Management – planning and environment		Nature Scot led Strategic Projects Alliance making steady progress. SG policies also helpfully moving in this direction as is FLS's strategy and resources for land acquisition. FLS also engaged in RULUPs pilots.
	Reviewing and implementing a refreshed Deer Management	Contribute to delivering the Scottish Government's priorities from the Deer	Q3	Land Management – technical services		FLS has and continues to feed into Scot Govs future Deer management plans via direct input to SG Nat Resource team and via review of WDNA

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q1	Q1 Progress (1 st April -30 th June 2021)
	Strategy to reduce the impact of browsing damage on forest and open habitats on national forests and land.	Working Group Report and ensure these are reflected in a refreshed and published FLS deer management strategy. Execute a strategic communications plan to 'tell the FLS story on deer management' in order to engage stakeholders.				(implementation of some of the recommendations from the DWG report as supported by SG). Agreed to move target to end of Q4
	Developing and Implementing a Communities Strategy.	Develop and publish a Communities Strategy Action Plan.	Q3	Land management – Visitor services and communities		Community Strategy currently being prepared.
	Developing and Implementing a Visitor Services Strategy.	Develop and publish a Visitor Strategy Action Plan; including reviewing charging arrangements for Commercial Agreements; rationalisation of visitor services offer and facilities.	Q2	Land management – Visitor services and communities		Strategy is complete and is being prepared for publication and consultation. Work on the Action Plan has commenced and will now be complete in Q3 once feedback is received from strategy and the busy summer visitor season is concluded.
	Developing a strategic approach to involving volunteers in the forest.	Develop a strategic approach for volunteers and review procedures and volunteer handbook.	Q4	Land management – Visitor services and communities		Two volunteer Standard Operating Procedures are near completion. A position paper on Volunteering will be produced in Q3.
	Continuing to support community empowerment by enabling communities to make use of the national forests and land to benefit their communities.	Continue to operate the Community Asset Transfer Scheme	Ongoing	Leona Wilkie (Rebecca Carr)		Annual report published 30/06/21: 5 requests validated (4 ownership/ 1 lease), 7 requests approved, 2 purchases and 1 lease completed. 2 new Panel members recruited. Since March 2021, 3 requests received, 3 requests approved and 3 purchases completed.
	Continuing to remove barriers to ensure that people from all backgrounds can and do access the full range of	Continued Delivery of the Inclusion Action Plan, supporting Community & Visitor Services to increase the number of visitors from under-represented groups.	Ongoing	Business services – People team		Review of the Inclusion Action and a re-focus on equality, diversity and inclusion following the Covid-19 pandemic will be discussed at the Executive Team (ET) meeting in October. Initial work has involved research into SG offering as well as other agencies approaches.

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q1	Q1 Progress (1 st April -30 th June 2021)
	benefits of the national forests and land.					
	Workforce planning to support effective matching of priorities and resources now and in the future.	Implement a new approach to workforce planning that supports long term financial sustainability	Ongoing	People team		A paper is being finalised for the ET on the work force planning (WFP) approach. The People Strategy Action Plan is progressing with WFP being a high priority. Work is underway to refresh HR Team knowledge in this area in readiness for ongoing WFP discussions with managers.
	Aligning with Scottish Government targets on carbon emissions, waste, water use, and chemical use	Produce a route map to achieving net zero carbon emissions.	Q2 2021	Head of Fleet and Buildings/Business Services Liaison Manager		Development of a route map to achieving net carbon emissions is underway.
	Using targeted positive action measures to try to increase the diversity of our workforce	Work with recruiting managers to undertake positive action as part of recruitment to increase applications and successful appointments of applicants from under-represented groups.	Ongoing	People team		Now that FLS is using iTrent we are working with managers to create better adverts and improve where our posts are advertised to attract a more diverse range of applicants. We are also going to be working on collaborating with educational establishments to do more targeted recruitment for younger applicants.
	Considering where we can adapt our processes to meet and exceed our Corporate Parenting obligations.	Coordinate and monitor implementation of the FLS Corporate Parenting Plan to ensure that the way we work and how we look after and manage Scotland's national forests and land can have a positive impact on the lives and aspirations of everyone who has a care experienced background.	Ongoing – annual Review to be developed and published in March 2021	Corporate services		We continue to monitor and review our plan. There have been a number of actions stalled due to covid-19 restrictions however we are still on track to deliver outputs within our control i.e. EQiA considerations.
	Developing our forest planning processes to ensure long-term sustainable productivity of the national forests and land	Work with Scottish Forestry to streamline the regulatory processes associated with obtaining approval for felling and other land management activities.	Q2	Land management – planning and environment		Good relationship being built with SF's new Head of Operational Delivery. Planning Managers providing monthly updates to national LMP approval spreadsheet to allow proactive identification of emerging issues.

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q1	Q1 Progress (1 st April -30 th June 2021)
	Implementing and building upon the new Corporate Planning Framework.	Ensure effective implementation of the Corporate Planning Framework (developing and implementing Business Plans/five year plan) taking account of financial sustainability planning.	By end of Q4	Corporate services		On track.
	Reviewing, developing and implementing a number of strategies and plans in relation to business improvement.	Monitor implementation of Corporate Plan 2019-2022.	Ongoing, with annual report developed in Q1	Corporate services		Ongoing.
	As above.	Develop and publish FLS Corporate Plan for 2022-2025	Ongoing. Publication date is 1 st April 2022	Corporate services		Ongoing.
	As above.	Ensure Framework Document is updated as required to reflect any legislative/policy changes. Full review is required by April 2022.	Ongoing	Corporate services – corporate development		On track,
	As above.	Develop Gaelic Language Plan to help meet the national plan aim of ‘Gaelic is used more often, by more people and in a wider range of settings’.	Ongoing - to be completed by Q3 21/22	Corporate services		Delayed due to staff resourcing issue. Plan on track to go to consultation and sent for a approval by 2022.
	Ensuring that FLS meets all statutory duties as an executive agency.	Coordinate regular review of implementation of legislative requirements.	Q1 and Q3	Corporate services -		
	Developing our project management approach to manage the balance of ‘business as usual’ and change.	Provide oversight of Corporate Services change projects and programmes and their status.	Ongoing	Corporate services - PMO		An exercise was launched across the wider business to undertake a data capture of all projects and initiatives, including Corporate Services. Corporate Services programmes, projects and initiatives have been embedded in this exercise and will be monitored through this model in addition to direct engagement with the Director of Corporate Services and team leads.

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q1	Q1 Progress (1 st April -30 th June 2021)
	Supporting effective governance arrangements including the FLS Strategic Board and responding to Ministerial enquiries and Freedom of Information requests.	Take opportunities to review the effectiveness of governance arrangements to ensure corporate responsibilities and assurance are delivered.	Reviewed annually	Corporate services		This will include consideration of an automated solution to record and monitor progress and status.
	As above.	To provide secretariat support and assistance to appropriate governance channels within FLS, including the Executive Team, Strategic Board and Audit and Risk Committee.	As appropriate	Corporate services		Work continues to support the Executive Team, Strategic Board and Audit & Risk Committee as appropriate.
	As above.	To implement and maintain a Corporate Governance Framework, including appropriate schemes of delegation that support and embedded assurance across the organisation.	Reviewed annually	Corporate services – Change manager		Work is ongoing with Internal Audit to consider and develop an appropriate approach to wider corporate governance. This will include intended changes to governance to support business transformation activity and integrating the Change and Investment Board. This will be further refined on the completion of the Corporate Functions Review and associated changes to governance arrangements.