



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

Corporate Performance Report - Summary

2022/23 Quarter 1






April – June 2022

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Definitions










Corporate Outcomes:




Logo	Related Corporate Outcome
	Supporting a sustainable economy
	Looking after Scotland's national forests and land
	Scotland's national forests and land for visitors and communities
	A supportive, safe and inclusive organisation
	A high performing organisation

Red, Amber, Green (RAG) ratings:

RAG	Definition
Red	Target will not be met.
Amber	Target is unlikely to be met without intervention.
Green	Target is on track.

1. Key Performance Indicators (KPIs)

Corporate Outcome	Performance indicator	Target	RAG	Reasons for Red or Amber Rating and/or related improvement actions
	Volume of Timber Brought to the Market.	3.2 million m3 obs		n/a
	Area of land Awaiting Restocking.	Reduce from 30,710 ha		n/a
	Area of Woodland Creation.	650 ha		n/a
	Area of High Conservation Value Forests and Land.	Maintain 21/22 Area		n/a
	Cumulative total area of peatland with initial restoration action (ha).	900 ha		n/a
	Percentage of Notified Features on Designated sites in favourable (or unfavourable recovering) Condition.	94%		n/a
	Maintain UKWAS certification.	Maintain		n/a
	Number of community groups engaged in recognised partnerships and agreements.	90		n/a
	Percentage of women in senior roles (SCS –PB2).	40%		n/a
	Ratio of near miss reporting to total accidents and incidents reported.	20%		n/a
	Staff Engagement: Percentage of employees who would recommend FLS as a great place to work.	70%		n/a
	Average number of working days lost per FTE.	9 days		n/a
	% of requests for information (FOI) processed on time (within 20 working days of receipt of the request).	95%		n/a

Corporate Outcome	Performance indicator	Target	RAG	Reasons for Red or Amber Rating and/or related improvement actions
	Percentage of Ministerial and Corporate Correspondence System (MiCase) queries responded to within agreed timescales.	95%	■	n/a
	Number of complaints closed in full at stage 1 within five working days as % of all stage 1 complaints responded to in full.	80%	■	Due to technical delays with the development of the new Complaints Handling System we are unable to ascertain whether or not this target has been met. Work is ongoing with the FLS Digital Team to finalise the development of the new Complaints Handling System. It is hoped that the system will be in place in order to report on Stage 1 complaints for Q4.
	Number of complaints closed in full at stage 2 within 20 working days as % of all stage 2 complaints responded to in full.	80%	■	n/a

1.1 KPI Improvement Actions

Average number of working days lost per FTE: Although KPI target met, plans are in place to automate sickness absence and special leave recording by the end of Q4.

Complaints: Work is ongoing with the FLS Digital Team to finalise the development of the new Complaints system. It is hoped that the system will be in place in order to report on Stage 1 complaints for Q4.







2. Performance Evaluation






Directorate/Region	Key Achievements	Opportunities for Improvement
Commercial Development Directorate	<ul style="list-style-type: none"> The sale of FLS' equity interest in Forest Holidays was completed in April generating capital receipts which resulted in a doubling of our investment over 5 years. One renewable project from the Energy Offering has now moved into option, with expectations that most, if not all of the others will be in option by the end of next year. Over £7m of gross revenue share income has now been received from wind farm operators for last year and over £0.8m from hydro scheme operators. 	N/A for Q1.
Corporate Services Directorate	<ul style="list-style-type: none"> Excellent performance for on FOI responses (100% on time) was noted in the Scottish Government Monthly FOI Performance for April and May 2022, well in excess of the SG average of 78% in April and 86% in May. A range of webinars were delivered in support of Mental Health Awareness Week on issues including Loneliness & Isolation, Stress & Resilience, Mindfulness, Workplace Trauma/Vicarious Trauma. The business critical resourcing issue within the operational side of the HR team has been addressed and a full HR Business Plan and HR Advisor team is now in place. Developed and delivered a new "Deep Dive" approach to consider and review key risks on the Corporate Risk Register. Effective development of the front end of the Annual Report and Accounts for submission to Audit Scotland by the Corporate Development Team despite capacity issues in the team and across the organisation. Development and publication of the FLS Business Plan for 2022/23. Rollout of complaints handling training to Visitor Services staff with positive feedback. 	<ul style="list-style-type: none"> Work is being completed on the HR Dashboard to help inform managers of MI within their cost centres. These will be rolled out from September 2022. We are still unable to meet our legislative requirements in relation to recording and reporting on stage 1 complaints. Work is ongoing on the development of a new complaints system, but has been met with unforeseen delays and technical issues. This has impacted on the plans to be able to meet the requirements within this financial year and it is likely that we may still be in breach in Q2 and Q3. A report is being developed for consideration by the ET/MB to ensure effective implementation of the solutions developed by the team.
Land Management and Regions Directorate	<ul style="list-style-type: none"> FLS published the draft Communities Strategy for consultation on 31 May 2021, for responses until 23 August 2022. FLS published the <u>5th Annual Report</u> on CATS and community activity on 30 June 2022. 	N/A for Q1.








Directorate/Region	Key Achievements	Opportunities for Improvement
	<ul style="list-style-type: none"> • FLS has successfully recruited 5 new members for the CATS Evaluation Panel, after a very strong response to the recruitment advert and press release. 2 new members will be appointed in August 2022, and a further 3 in February 2023. • RIBA Stage 2 (Concept Design) was completed in the Newton Nursery Redevelopment Project and the integrated design team have now progressed on schedule to working on RIBA Stage 3 (Detailed Design) which will be completed in Q2. 	
Net Zero Directorate	<ul style="list-style-type: none"> • The Management Board approved eight priority infrastructure investments in April 2022 which are key to delivering a number of the outcomes listed within the Net Zero business plan for 2022-23. • A Cyber Risk Technical Assessment (CRTA) was completed in Q1 which concluded that FLS has a reasonably good security posture in light of the unprecedented high level of cyber threat. • The FLS approach to Smarter Working was showcased at the 'Civil Service Live' event in Edinburgh on 15th June 2022, also prompting requests to share our approach, tools and provide advice to other organisations, and to shape plans for future initiatives with the Scottish Futures Trust. • FLS Business Continuity Strategy and Business Continuity Plans were approved by the Executive Team in April 2022 and were published on Saltire in June 2022. A review and scenario test of North Region's Business Continuity Plan was undertaken and lessons learned from this are being applied. 	<ul style="list-style-type: none"> • Following completion of Stage 1 of the Corporate Function Review the new Net Zero Directorate has been established with a number of the former Business Services functions transferring to Corporate Services as part of the new structures. Further work is required to support the transfer of residual activities temporarily being managed by Net Zero Directorate. • Further work is planned as part of the Five Year Business Planning round to ensure the organisation is appropriately resourced to deliver both the FLS Climate Change Plan and those services listed as priorities by Regional Managers.
Central Region	<ul style="list-style-type: none"> • Despite turnover of staff managers working well to progress recruitment and minimise resource deficit. • New Long Term Contracts working well to help with Larch removal. • Seasonal Rangers and extra weekend staff making a huge difference to visitor management. • Teams in some areas now returning to office for weekly meet up. 	<ul style="list-style-type: none"> • Staff capacity issues, further recruitment and workforce planning required.
East Region	<ul style="list-style-type: none"> • North and Central region has agreed to support East Region to increase harvesting in order to avoid the majority of windblown timber degrade. • Work is also continuing amidst a very high rate of vacancies approaching 30% in some functions. 	<ul style="list-style-type: none"> • Further recruitment and upskilling required.
North Region	<ul style="list-style-type: none"> • Achievement of key programmes. 	N/A for Q1.







Directorate/Region	Key Achievements	Opportunities for Improvement
South Region	<ul style="list-style-type: none"> • The Region has made good progress in developing its future Buildings Strategy, which will help inform our asset investment and disposal approach going forward from here, ensuring we have appropriate facilities in place, in the right locations to support the work of our teams going forward • Despite worsening market conditions, we've continued to harvest and dispatch a significant proportion of our envisaged timber harvesting programme. We do however expect things to slow over the coming months • On the ground implementation of the Glentress Masterplan has made good progress in the quarter and is on track to achieve delivery on the ground within the agreed timescales 	<ul style="list-style-type: none"> • Staffing remains a key constraint and issue in terms of performance and delivery of key outcomes. Whilst steps have been taken to try to address this, it is likely this will continue to impact on us for the rest of the year.
West Region	<ul style="list-style-type: none"> • Continued safe and phased return to offices building on smarter/flexible working efficiencies. • Significant ongoing activity through recruitment efforts (individual and national campaigns). • Continued development and added value of regional and local Health, Safety and Wellbeing Forums. • Overall positive contribution to national/corporate programmes given current challenges and working environment. 	<ul style="list-style-type: none"> • Recruitment/Retention – specifically accommodation support/innovations for new /incoming team members. • Despite very good progress on technical training aspects wider and more general mandatory training requires improved uptake. • Continued and increased momentum on roads construction and upgrade implementation (capacity and models)







3. FLS Business Plan – Q1 Review of Progress







Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q1 Progress (1 st April -30 th June 2022)
	Investing in the long term sustainable productivity and resilience of the national forests and land, in the face of a changing climate.	Increase sales of harvesting residues (fibre recovery) by developing new contracts, exploring new markets and building on our understanding of customer future fibre requirements.	Ongoing - by end of Q4	Land Management and Regions Directorate	Green	Continuing to market forest residues. Demand for woodfuel forecast to intensify from September with high energy prices and sluggish sawmill activity. New standing sale contracts including outturn/ha contracts now in progress.
	Investing in the long term sustainable productivity and resilience of the national forests and land, in the face of a changing climate.	Finalise the Firewood Strategy in order to outsource domestic firewood sales, encouraging local and community business ventures into the sector.	By end of Q4	Land Management and Regions Directorate	Green	The Woodfuel strategy draft is complete.
	Bringing a sustainable supply of timber to market through the Timber Marketing Framework.	Bring approximately 3.0 m3 obs of timber to the market via targeted long term contract offers, open market sales, linking timber availability with emerging developments within the sector.	By end of Q4	Land Management and Regions Directorate	Green	Programme now at 95% of sales plan.
	Continuing the implementation of the new plant and seed supply strategy.	Complete the Business Case and make formal decisions for investment in FLS nursery production.	By end of Q4	Land Management and Regions Directorate	Green	Work in this area is ongoing.
	Supporting Scottish tourism and the visitor economy through the provision of visitor attractions and quality recreation sites.	Continue to develop visitor experience plans and strategies for key destinations to deliver a good quality visitor experience for everyone.	Ongoing - by end of Q4	Land Management and Regions Directorate	Green	Work in this area is ongoing.
	Delivering an increased contribution towards the Scottish Government's renewable energy targets.	Facilitate the progression of pipeline sites where these are brought forward by developers.	Ongoing - by end of Q4	Commercial Development Directorate	Yellow	Work ongoing. Loss of the Estates Project Manager has resulted in some operational challenges.






Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q1 Progress (1 st April -30 th June 2022)
	Continuing to work with Registers of Scotland to ensure the extent of the national forests and land are properly registered in the Land Register.	Continue work checking through internal verification processes to validate registered titles, agreeing future strategy in instances where title anomalies still exist.	By end of Q4	Commercial Development Directorate		Some titles are out-with our control to complete the verification and the completion of this work is therefore subject to external factors.
	Enabling organised events and opportunities that support the national and/or local economy and deliver a positive financial return to reinvest in the national forests and land.	Continue to facilitate and promote organised events such as the UCI Cycling World Championships 2023, motorsports, the Enchanted Forest, ensuring agreements for these events deliver best value.	Ongoing - by end of Q4	Land Management and Regions Directorate		Construction work started on car parking and start line to facilitate Cycling World Championships at Glentress. Works have also commenced with event organisers; South Scotland hosted a National Cross Country Championships and the Scottish Rally and there is a new Agreement in place with Motorsport UK.
	Bringing opportunities for further renewable energy projects to the market and helping to facilitate the development of projects which achieved planning consent.	Work with the chosen developers from the recent 2020 Energy Offering to finalise option agreements.	By end of Q1	Commercial Development Directorate		Work ongoing to progress sites into Option. First Option was signed in Q1. Progress is being made on the full suite. Loss of the Estates Project Manager has caused some operational delays, although traction is being maintained.
	Bringing opportunities for further renewable energy projects to the market and helping to facilitate the development of projects which achieved planning consent.	Where possible, facilitate the delivery of existing pipeline projects which are at various stages of planning and feasibility.	Q1 and then ongoing	Commercial Development Directorate		Work ongoing. Several sites making progress to Lease.
	Marketing venison to offset some of the high costs of deer management.	Work proactively with new, existing and potential customers to manage contracts while promoting venison to catering managers and procurement staff in order to grow the market.	Q2	Land Management and Regions Directorate		3500 quality deer carcasses put through to our venison customers to date.









Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q1 Progress (1 st April -30 th June 2022)
	Working to release value from rural development opportunities in areas of Scotland where this is needed, for reinvestment in the national forests and land e.g. rural housing.	Work with Regional teams to review opportunities for releasing land for development opportunities, moving sites to market where appropriate.	By end of Q4	Commercial Development Directorate		Limited currently due to workload and time availability. Progress and scale will improve once a Development Manager is recruited.
	Engaging commercially with network operators to facilitate the delivery of priority power grid infrastructure and digital and mobile connectivity projects.	Continue to engage with network operators to facilitate the delivery of priority power grid infrastructure and digital and mobile connectivity reports.	Ongoing - by end of Q4	Commercial Development Directorate		SG Shared Rural Network project well underway.
	Helping the Scottish Government to meet forest and woodland creation targets.	Create at least 650 ha of new woodland.	By end of Q4	Land Management and Regions Directorate		To remain as an AMBER rag rating until planting tender is complete and further ground prep tender is run.
	Helping the Scottish Government to meet forest and woodland creation targets.	Deliver the new FLS Acquisition Strategy to acquire land that is suitable for woodland creation and climate change mitigation.	Ongoing - by end of Q4	Commercial Development Directorate		Strategy is in place and Strategic Acquisitions have been secured and/or in progress.
	Helping the Scottish Government to meet forest and woodland creation targets.	Support Regions to restock sites to ensure area of land awaiting restocking is reduced.	Ongoing - by end of Q4	Land Management and Regions Directorate		To remain as an AMBER rag rating until planting tender is complete and further ground prep tender is run.
	Working in partnership to restore vacant and derelict land for woodland planting and wider beneficial use.	Maintain links with potential partners and continue to explore restoration opportunities both on FLS land (new and existing) and land owned by others.	Ongoing - by end of Q4	Commercial Development Directorate		Regular networking and meetings ongoing.
	Increasing our contribution to the Peatland Action programme.	Continue to increase our peatland restoration programme by taking initial restoration action on approx 900 ha of peatland.	By end of Q4	Land Management and Regions Directorate		Work in this area is ongoing.






Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q1 Progress (1 st April -30 th June 2022)
	Managing the national forests and land to further the conservation and enhancement of biodiversity.	Support Regions to maintain the area of high conservation value forests and land.	By end of Q4	Land Management and Regions Directorate		Work in this area is ongoing.
	Managing the national forests and land to further the conservation and enhancement of biodiversity.	Publish a pilot indicator of the value of the national forests and land for biodiversity.	By end of Q3	Land Management and Regions Directorate		Forest Research are preparing to train staff to run the indicator.
	Taking targeted action to maintain and bring designated sites into favourable condition – and working beyond designated sites at the landscape scale with partners where we can – for example in Scotland’s rainforests.	Work with partners to identify potential landscape-scale habitat management & restoration project opportunities centred on FLS priority areas.	Ongoing - by end of Q4	Land Management and Regions Directorate		Ongoing work with partners has identified key landscape scale projects.
	Taking targeted action to maintain and bring designated sites into favourable condition ..(as above).	Implement the revised rhododendron prioritisation developed following earlier review of effectiveness of rhododendron control.	Ongoing	Land Management and Regions Directorate		Mapping of priority work areas has been shared and agreed with partners.
	Taking targeted action for vulnerable priority species (e.g. red squirrel, capercaillie, and black grouse).	Undertake and support survey work for key species to provide updated information on population trends, and identify priorities for future conservation work.	Ongoing - by end of Q4	Land Management and Regions Directorate		Work in this area is ongoing
	Implementing the asset management approach to the historic environment within Scotland’s forests and land.	Finalise guidance for undertaking Historic Asset Risk Assessments.	By end of Q2	Land Management and Regions Directorate		Progressing, some delays have pushed back progress to Q2.








Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q1 Progress (1 st April -30 th June 2022)
	Increasing ancient woodland restoration.	Support Regions with strategic approaches, funding opportunities and technical support.	Ongoing - by end of Q4	Land Management and Regions Directorate		Workshops covering three regions were delivered by woodland ecologist for the ancient pinewoods requiring restoration. NO adviser is providing further input and onsite technical assistance to prioritise sites.
	Implementing a programme to improve the resilience of the national forests and land to the impacts of climate change and tree health threats.	Provide training to Planning and FM teams to understand how to improve the resilience of the national forests and land.	Q1	Land Management and Regions Directorate		Work in this area is ongoing.
	Continuing to implement the FLS Deer Management strategy while working in partnership with others to support the Scottish Government's response to the Independent Panel's recommendations on deer management in Scotland.	Support the Scottish Government Programme Board and Technical Forums, providing expert advice and drafting support to the newly established Wildlife Management Bill Team.	Ongoing - by end of Q4	Land Management and Regions Directorate		Work in this area is ongoing.
	Continuing to implement the FLS Deer Management strategy ..(as above).	Lead and coordinate the delivery of the FLS Deer Improvement Plan Actions and the Firearms Audit Actions.	Ongoing - by end of Q4	Land Management and Regions Directorate		Work in this area is ongoing.
	Working with neighbouring land managers to undertake landscape-scale control of Rhododendron ponticum to conserve ground flora and improve habitats.	Develop effective partnership working with the Atlantic Rainforest project and seek funding for increased programmes of rhododendron removal.	By end of Q2	Land Management and Regions Directorate		Maps showing FLS priority rhododendron areas have been agreed and shared with partners and collaborative projects are being discussed.
	Continuing to implement the Larch Strategy in order to reduce the rate of expansion of Phytophthora ramorum	Implement the Larch Strategy and bring additional larch long term contracts to the market.	Ongoing - by end of Q4	Land Management and Regions Directorate		Work in this area is ongoing.



Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q1 Progress (1 st April -30 th June 2022)
	Continuing to respond to and pre-empt Statutory Plant Health Notices (SPHNs) by taking action to monitor, contain and slowdown outbreaks of pests/diseases.	Create a spatial monitoring programme to identify SPHN's and cross reference with pending and operational contracts to prioritise management and completion of larch sales.	By end of Q2	Land Management and Regions Directorate		The programme is in development however experiencing some delays.
	Developing and implementing a new Communities Strategy.	Develop an Action Plan to support the implementation of the communities strategy.	By end of Q2	Commercial Development Directorate		The Communities Strategy has been developed by the Communities Team however the post Functions Review location/management of this team has not yet been finalised.
	Implementing the Visitor Services Strategy.	Develop and implement a Visitor Services Action Plan including reviewing charging arrangements for Commercial Agreements; rationalisation of visitor services offer and facilities.	By end of Q2	Commercial Development Directorate		Work is being progressed/completed on the preparation of standard agreements and permissions (including motorsport, filming etc) to bring consistent commercial terms and conditions.
	Developing a strategic approach to wider participation in the management of the national forests and land.	Working with Land Management, engage with our partners in relation to strategic projects such as the Borderlands, Glentress and Nevis Masterplan.	Ongoing - by end of Q4	Commercial Development Directorate		This work has been largely managed by Interim Head of Head of Visitor Services & Communities/Director of Commercial Development (previously Head of Acquisitions & Disposals) and Director of Commercial Development. This will remain the case for continuity.
	Developing a strategic approach to wider participation in the management of the national forests and land	Develop new and existing commercial partnerships to deliver a high quality visitor experience that helps to financially support the management of the national forests and land.	Ongoing - by end of Q4	Commercial Development Directorate		Work in this area continues.
	Removing barriers to and actively encouraging broader participation with visits to the national forests and land by people who are care experienced, of low	Develop and roll out guidance to regions on good practice/examples of engaging and encouraging participation from under-represented groups.	By end of Q2	Land Management and Regions Directorate		Equality Impact Assessment has been signed off for the Visitor Strategy which will help with production of guidance for staff.




Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q1 Progress (1 st April -30 th June 2022)
	socioeconomic status and/or from protected characteristic groups.					
	Maintaining safe walking and biking trails and improving entry level experiences for everyone to enjoy and gain health benefits.	Work with the Regions to build entry level and accessible experiences as a core part of major developments and upgrades such as the 7stanes borderland mountain bike project.	By end of Q3	Land Management and Regions Directorate		Supported South region around 7stanes Redevelopment workshops.
	Enabling outdoor learning and encouraging educational and community groups to make use of the national forests and land.	Develop an outdoor learning plan to support outdoor educators to make best use of the national forests and land.	By end of Q4	Land Management and Regions Directorate		Chair of group to develop plan has been identified.
	Facilitating renewable energy opportunities in order to encourage community benefits/wealth building.	Working with developers on new renewable projects to ensure delivery of community benefit and investment opportunities.	Ongoing - by end of Q4	Commercial Development Directorate		Community benefit and community investment opportunities remain a central requirement in all contract negotiation. In addition, FLS ensure representation when community benefit and community investment is being developed by our tenants.
	Empower communities to make innovative use of the national forests and land including for social and economic recovery after the COVID-19 pandemic, contributing to a just transition to a new green economy.	Facilitate community acquisition of land through sales and transfer requests. Work with the Scottish Land Commission to explore ways in which community acquisitions can be more proactively supported/managed.	Ongoing - by end of Q4	Commercial Development Directorate		Work in this area continues.
	Working with partners such as Transport Scotland, Loch Lomond & Trossachs National Park and Cairngorms National Park to support the development of improved	Participate in the SG Visitor Services Operational group and explore potential strategic infrastructure projects which could improve active travel to key visitor designations.	Ongoing - by end of Q4	Land Management and Regions Directorate		Work in this area is ongoing.

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q1 Progress (1 st April -30 th June 2022)
	and expanded active travel infrastructure and services.					
	Reviewing and updating our People Strategy.	Develop the new People Strategy.	By end of Q4	Corporate Services Directorate		New Head of People and OD now in post and People Strategy is a priority action.
	Reviewing and updating our People Strategy.	Develop and deliver the Staff Survey.	By end of Q3	Corporate Services Directorate		Preparations are on track to deliver the annual Civil Service People Survey in September-October 2022.
	Reviewing and updating our People Strategy.	Develop and implement an action plan to increase staff engagement and satisfaction.	By end of Q4	Corporate Services Directorate		Decision to postpone this work while resource was limited.
	Rolling out the 'Engaging the Bystander' training to identify and challenge inappropriate behaviours.	Deliver 'Engaging the Bystander' training to staff across the organisation.	By end of Q3	Corporate Services Directorate		The first tranche of Engaging the Bystander workshops planned for August-October for various teams.
	Continuing to use technology more effectively to communicate, limit the need for staff to travel and reduce our resource consumption and waste footprint.	Undertake a desktop review and explore opportunities for connected smart devices.	Q2	Net Zero Directorate		A project group has commenced work in this area however early timescales have not been met. There is still significant progress to be made to complete within Q2.
	Expanding our flexible working arrangements to build on the experience from COVID-19 working.	Capture formal and informal flexible working arrangements for accurate reporting of working patterns.	Ongoing - by end of Q4	Corporate Services Directorate		All formal and informal working patterns have been verified by managers and uploaded into iTrent.
	Using targeted positive action measures to try to increase the diversity of our workforce.	Take positive action measures across all protected characteristics, with particular attention given to gender and age.	By end of Q4	Corporate Services Directorate		This is being considered as part of the Talent Programme underway. One element of this will be to secure Disability Confident recognition.
	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	Ongoing - by end of Q4	Corporate Services		Review to take place in Q2/3.

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q1 Progress (1 st April -30 th June 2022)
		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.				
	Supporting the Apprenticeship and Student Programme in all parts of the business.	Explore with Regions the opportunity to recruit 5 graduate apprentices in Civil Engineering funded by Skills Development Scotland.	By end of Q3	Land Management and Regions Directorate		Work in this area is ongoing.
	Strengthening the professionalism of our staff through increasing their membership of accredited institutions and providing new opportunities for continued professional development.	Continue to offer targeted professional training and support staff through e.g. Royal Institute of Chartered Surveyors (RICS) accredited courses/seminars.	Ongoing - by end of Q4	Commercial Development Directorate		All professional staff are currently RICS accredited. Where any staff are employed without the necessary accreditation we will support them to achieve the accreditation within the prescribed timescale. Through the legal contract quarterly seminars are provided to update and upskill professional staff.
	As above.	Promote membership of accredited institutions.	Ongoing - by end of Q4	All Directorates		Work in this area is ongoing.
	Continuing to treat risks to our mental health and wellbeing with the same priority as physical risks.	Undertake regular reviews of work programmes and priorities, supported by regular bilateral and team check-ins.	Ongoing - by end of Q4	All Directorates		Work in this area is ongoing.
	Providing ongoing support on Health, Safety and Wellbeing across FLS including reactive support, site visits, meetings and webinars.	Provide an effective and high quality Health, Safety and Wellbeing (HS&W) support service through a team of regional and national HS&W advisors, taking into account the Forest Industry Safety Accord.	Ongoing - by end of Q4	Corporate Services Directorate		Work in this area is ongoing.

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q1 Progress (1 st April -30 th June 2022)
	Maintaining the UK Woodland Assurance Standard (UKWAS) certification.	Undertake work across the organisation to ensure UKWAS certification is maintained.	By end of Q4	Land Management and Regions Directorate		Work ongoing to develop technical training.
	Developing and implementing a strategic programme of built asset rationalisation and investment including the rollout of smarter working practices across the organisation.	Develop a Smarter Working “Work space Blueprint” to inform the development of new and reconfigured work spaces.	By end of Q3	Net Zero Directorate		Work is underway to develop draft.
	Developing and implementing the digital transformation programme to enable business process improvements.	Developing and implementing a Digital Action Plan which underpins the business transformation programme to enable business process improvements and efficiencies.	By end of Q4	Net Zero Directorate		A Digital Action Plan to support the implementation of the Digital Strategy has been developed. This is subject to funding and level of prioritisation. Funding for 2 priority digital investments planned for 2022-23 was approved by the Management Board in April 2022 and these projects have been initiated.
	Ensuring that FLS meets all statutory duties as an executive agency.	Meet and where possible exceed our legislative duties.	Ongoing - by end of Q4	Corporate Services		
	Reviewing, developing and implementing strategies and plans in relation to business improvement and Best Value.	Monitor implementation of Corporate Plan 2022-2025.	Q1	Corporate Services		Implementation is monitored through this report.
	Reviewing, developing and implementing strategies and plans in relation to business improvement and Best Value.	Continue to implement the Best Value Action Plan	Ongoing - by end of Q4	Corporate Services		Ongoing – Best Value actions have been embedded in the Business Planning process for 2022/23.
	Reviewing, developing and implementing strategies and plans in relation to business	Take opportunities to review and improve corporate strategies, policies and procedures to enable and	Ongoing - by end of Q4	Corporate Services		Work is ongoing in this area.

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q1 Progress (1 st April -30 th June 2022)
	improvement and Best Value.	deliver business efficiencies and/or increase effectiveness.				
	Implementing our new Gaelic Language Plan.	Publication and rollout of the Gaelic Language Plan following approval by Bord na Gaidhlig	By end of Q3	Corporate Services		Correspondence was received in June from Bord na Gaidhlig on the draft plan. Several recommendations have been made by the Bord which will be incorporated into the plan and resubmitted by 29 th October 2022.
	Implementing and reviewing actions to enhance our approach to complaints and customer satisfaction.	Rollout the new Complaints Handling System and training.	By end of Q4	Corporate Services		Due to unforeseen delays and technical issues with the development of the Complaints Handling System, it is not yet ready to be rolled out. Testing continues and it is hoped that roll out can commence in Q2. Complaints training has been rolled out to Visitor Services Teams with positive feedback received.
	Promoting the organisation and its activities, both internally and externally, and continuing to communicate the significance and benefits that the national forests and land bring to the people of Scotland.	Continue to promote the organisation and its activities both internally and externally.	Ongoing - by end of Q4	Corporate Services		A new audio podcast was launched to help staff keep up with national updates. A new quarterly magazine for staff has also been launched alongside a new format for briefings. PR and media work continues with proactive stories such as 'FLS trialing of GPS collars to control cows', which had a potential reach of 17 million. The media team also handled numerous reactive enquiries which created 127 million 'opportunities to see'. Our website has achieved better engagement in general, with 3.81 pages viewed per session and a longer average session duration. Our three most viewed webpages were Stay the Night, our Homepage and the Visit page. Combined across all channels, our social media content reached over 500,000 unique individuals during this period.
	Supporting effective governance arrangements including the FLS Strategic Board, Audit and Risk Committee.	Provide secretariat support and assistance to appropriate governance channels within FLS, including the Executive Team, Strategic Board and Audit and Risk Committee.	Ongoing - by end of Q4	Corporate Services		Work continues to support the Management Board, Strategic Board and Audit & Risk Committee as appropriate. 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

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q1 Progress (1 st April -30 th June 2022)
						transformation activity and integrating the Change and Investment Board.
	Responding to Ministerial enquiries and Freedom of Information requests.	Provide support in order to develop effective responses to ministerial enquiries and FOI requests.	Ongoing - by end of Q4	Corporate Services		All targets were met in relation to correspondence and FOIs. Performance in these areas is in excess of the SG in April and May and was highlighted in recent SG reports.
	Implementing and delivering business planning activity, including the Business Sustainability Action Plan to drive business financial sustainability and resilience.	Ensure effective implementation of the Corporate Planning Framework (developing and implementing Business Plans) taking account of financial sustainability planning.	By end of Q4	Corporate Services		<p>The Business Planning process for 2022/23 was delayed due to absence/capacity issues within the Corporate Development Team. The FLS business Plan for 2022/23 was developed, approved by ministers and published at the end of June. The Business Plans for Directorates and Regions will be confirmed and published in Q2.</p> <p>Work has also commenced on the Business Planning process for 2023-28, developing guidance with the Finance Team and confirming the process, priorities and timescales at a session with the ET/other senior managers in June.</p>
	Taking the corporate actions set out in our Climate Change Plan, including those to reduce emissions, and to move along the maturity scale of the Public Sector Capability Framework for Adaptation.	Consider options to secure long-term renewable energy contracts to supply FLS through a development(s) on FLS land.	Ongoing - by end of Q4	Commercial Development Directorate and Net-Zero Directorate		We will explore the possibility of securing a renewable energy supply via one of our future developments when the opportunity arises.