



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

Corporate Performance Report - Summary

2021/22 Quarter 2

July – September 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	3.2m3 obs	Amber	Information withheld due to commercial sensitivity.
	Area of Land Awaiting Restocking	Reduce from 20/21 figure	Green	
	Area of Woodland Creation	650 ha	Amber	824ha forecast; however, significant risk regarding completion of the programme due to late tender releases and labour availability
	Area of High Conservation Value Forests and Land	Maintain 20/21 Area	Green	
	Cumulative total area of people with initial restoration action	Increase by 10%	Green	
	% of Notified Features on Designated sites in favourable (or unfavourable recovering) Condition	94%	Green	
	Maintain UKWAS certification	Maintain	Green	The 2021 UKWAS Audit was undertaken by the Soil Association at South and Central Regions in early Nov and has reconfirmed our certification status.
	Number of community groups engaged in recognised partnerships and agreements	90	Green	There has been an element of turnover with some community projects ending but others taking their place, resulting in a consistent figure for active agreements. There are an additional 40 agreements in development or under review.
	Visitor Centre Net Promotor Score	70 NPS	Grey	
	Percentage of women/females in senior roles (SCS –PB4)	40%	Green	This indicator has increased following the volume of recruitment undertaken in Q2, although posts in the most senior grades (SCS to PB1) are still predominantly occupied by males.

Corporate Outcome	Performance indicator	Target	RAG	Reasons for Red or Amber Rating
	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, however is lower this quarter. 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 32%.
	Staff Engagement: Percentage of employees who would recommend FLS as a great place to work	70%	Red	The people survey is held annually and therefore the % remains the same as Q4 20/21. The results of the 2021 people survey are expected in December 21 and will compare thereafter.
	Average number of working days lost per FTE	9.5 days	Green	The trend of days lost continues on a downward trajectory. Days lost is still below pre-covid levels and is decreasing. In part, absence levels have reduced due to the dominance of homeworking and staff may previously have taken sickness absence, yet work flexibly at home whilst feeling unwell. This is a trend across both the public and private sector and is borne out by statistics collected by CIPD and ONS. Both long term and short term absence is at a 20 year low. Further research will be undertaken into this. There is an additional concern that sickness absence is being under-reported. HR are working with managers to improve reporting.
	% 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%	Green	n/a

1. KPI Improvement Actions

- **Volume of timber brought to the market** - Local negotiations continue to perform poorly, with only 25km³ obs sold against a target volume of 167km³ obs (15%). Regions will be asked to review their position or request the Marketing & Sales team to market any available volume through a

spot tender. Head of Marketing & Sales to inform both Regional Managers and Delivery Managers of the urgent need to present this volume on the open market if they do not want to negotiate this by end of FY 2022.

- **Accident and incident reporting** - A new Standard Operating Procedure for accident and incident reporting will be launched this quarter, providing an opportunity to further promote near miss reporting.
- **Staff engagement** - Significant support has been given to regional managers to improve behaviours across their teams. Multiple sessions of Engaging the Bystander were commissioned and weekly contact with the regional manager to support leadership and address issues as they arose from the ETB sessions.

2. Impact of Covid-19

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

2.1 Business services

Market reports state that candidates are typically tending to stay with their current employer at present, particularly if they are female. Additionally, the reported and anticipated post-covid spate of redundancies has not happened leading to fewer candidates on the market. Recent experience in terms of recruiting is that vacancies are up and applications are down on this time last year and the quality of completed applications is generally poorer.

The Procurement team have been leading on a number of contract negotiations to enable the business to continue to deliver their programmes. This will have a financial consequence and has been brought about by inflationary pressures and supply and demand issues in the market. This has been a significant and intensive piece of work, and has required leadership from the Deputy Head of Procurement.

While Scotland has moved to Beyond Level 0, Business Services continues to support the Scottish Government request that “Employers should continue to support any employees who can continue to work from home, wherever possible and practical, because the benefits of this may extend wider than just preventing the spread of COVID-19.” However, prioritisation has been given to staff, who meet the following criteria, to gain access to offices:

- those who would benefit from a return to work on mental health or disability grounds
- those who have less appropriate settings for working at home
- those who need to be in the workplace for priority business reasons
- Smarter Working Advocates, in support of the Smarter Working Programme

- sufficient provision of first aid and fire safety duty holders

There is currently a shortage of trained Fire Marshals and First Aiders to support a wider re-opening of the National Offices, however, training for Fire Marshals will be made available online week commencing 29/11/21 to increase the number available. Colleagues are also volunteering to be trained in First Aid, with blended learning courses available in Jan/Feb 2022, to meet this requirement.

2.2 Corporate Services

- All Corporate Services staff continue to work from home. Where possible work has been prioritised or pushed back.

2.3 Estate Development

- Staff continue to work from home with key outcomes on track.

2.4 Land Management

- Continued impact on planning and delivery – more capacity required

3. Impact of Covid-19 – Regions

3.1 North Region

- Safe working practices well established in terms of covid and audited. Very little staff absence.
- 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 of 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"> • UK forestry sector’s FISA Working Safely During COVID-19 guidance revised for post lockdown measured and published. • HS&W audit on managing public safety around harvesting sites completed. • The launch of self-service overtime in Q2 for Regions has improved recording and payment, leading to fewer errors and missed payments due to forms being lost. On-line overtime has reduced 	<ul style="list-style-type: none"> • Performance & Development – Although feedback on the new approach has been well received, usage of the iTrent system to record objectives and check-ins has remained low. 15 familiarisation sessions to circa 300 people (mainly managers) took place during July-September, however only 40% of staff have objectives in the iTrent system and only 16% have recorded at least one check-in. Options to

Business Area	Key Achievements	Opportunities for Improvement
	<p>paper submissions by around 66% in Q2 and the launch of functionality to the rest of FLS in early 2022 will see this figure increase to over 90%.</p> <ul style="list-style-type: none"> Smarter Working Advocates and Leads for the national offices were established to embed people and business-led approach to Smarter Working as part of BAU in FLS. 	<p>encourage people to engage with performance and development will be considered by the Executive Team and actions agreed to drive adoption of new approach.</p> <ul style="list-style-type: none"> Protecting Health and Wellbeing - Additional resources have been approved within the Finance & Procurement team to support delivery of the MIP project. These resources were identified due to the ongoing risk to the health and wellbeing of the current teams. Human Resources Service Delivery – Staffing levels across the HR team are challenging due to a combination of sickness absence and resignations. Recruitment has been unsuccessful and therefore presenting capacity issues and redirection of priorities, however, demand on service is extremely high. In addition, there have been work requests coming in from across the business with very short notice. As a result of this HR are working with leads to better plan requirement for HR support.
Corporate Services	<ul style="list-style-type: none"> Completion of the Corporate Function Review business case and launch of the consultation with trades unions and staff. Highlights included a pre-emptive PR announcing the September deer cull which for the first time allowed us to present in full our rationale for the cull to an audience of over 1 million people. We have also worked to strengthen the water safety messaging we have on our website to help encourage visitors to stay safe on the water in response to the unfortunate water fatalities across Scotland over the summer. 	<ul style="list-style-type: none"> Continue to develop training and related materials for embedding risk management across the organisation. Work continues on Accessibility to ensure the FLS website is fully compliant by end of December.
Estate Developments	<ul style="list-style-type: none"> 1076 gross ha acquired or under offer for the LCIF Disposals completed or under offer/terms agreed = £4.5m 	<ul style="list-style-type: none"> Ongoing work with finance to ensure short term forecasting, particularly renewables, is more useful


Business Area	Key Achievements	Opportunities for Improvement
		<ul style="list-style-type: none"> • Work continuing on improving processes with administrative function
Land Management	<ul style="list-style-type: none"> • Cairngorms Connect has been awarded the prestigious 'Nature and the Environment Award' at the Holyrood COP26 Green Giant Awards. • Scottish wood award: Highly Commended: Borders Forest Trust for Corehead, Near Moffat, Dumfriesshire and Eriboll Estate for Loch Hope Woodlands, Eriboll, NW Sutherland and Forestry & Land Scotland - Central Region team for Balgownie Woods • Scottish sea farm – protecting clean water supply (The partnership protocol has provided the comfort that both parties required and a new 25-year lease has been entered into to ensure sound Forest and Land Management is implemented in line with current legislation and industry guidance/best practice as well as Scottish Sea Farms having a safe, sound and resilient water catchment/reservoir to undertake their own operations.) • Defra funding vertical farms • This year’s visitor management approach saw Improved partnership work nationally across a broad spectrum of public bodies and third sector. The key actions that helped move FLS forward in 2021 where the 28 seasonal staff, stay the night campervan project, national and regional partnerships, nationally consistent communications and regular meetings to agree next steps. Overall, 2021 was seen as a success and longer-term planning for 2022 will continue to improve the experience for visitors and impact on communities. 	<ul style="list-style-type: none"> • Improved adoption of iTrent performance management module • Supplier development • Capacity (and capacity building, resilience) • Competency framework, skills and knowledge
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. 	N/A for Q2.





Business Area	Key Achievements	Opportunities for Improvement
	<ul style="list-style-type: none"> • 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. 	
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 – onboarding, 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 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. • 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. 	<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. • 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





Business Area	Key Achievements	Opportunities for Improvement
	<ul style="list-style-type: none"> • 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. 	
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. • Increased workforce resilience through significant recruitment efforts taking the Region to within 10% of full compliment. • 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. 	<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. • 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





Business Area	Key Achievements	Opportunities for Improvement
	<ul style="list-style-type: none"> Significant improvement of Land Management Plan approval and program building outputs to support future/robust delivery programs. 	landscape scale approaches/objectives (predominantly neighbour relationships/positions).






5. FLS Business Plan – Q2 Review of Progress






Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q2	Q2 Progress (1 st July -30 th September 2021)
	Implementation of a Timber Marketing Framework. Implementation and compliance with the Timber Governance Statement.	<p>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.</p> <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 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. 	Q1-Q4 Monthly monitoring with Quarterly reporting.	Land management – marketing and sales		<p>Planning for opportunities to increase Standing Sales contracts is ongoing but is dependent on LTC renewal dates.</p> <p>Net value assessment complete at a Regional level. Coupe level analysis in progress.</p> <p>Fibre recovery continues to be regularly marketed now as a separate product and “all in” contracts are being developed.</p> <p>Civ Tech challenge work in progress.</p> <p>Harvester data file recovery work in progress.</p> <p>Customer Charter work behind progress pending completion of new sales contracts next year.</p> <p>Contract Monitoring dashboards completed, rolled out and training given. Monthly contract reviews in place with regional teams.</p>






Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q2	Q2 Progress (1 st July -30 th September 2021)
		<ul style="list-style-type: none"> 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 				
	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		A timber access strategy is being developed and it is anticipated that this should be completed by end of Q4. However, it will take more time to outline an accurate 10-year programme for road construction. It is anticipated this will be done in 22-23.
	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		Project brief, board and team in place. LEAN process review commences mid-November.
	Implement the Restocking Strategy for the national forests and land and develop a new plant and seed supply strategy.	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 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.	Q4	Land Management – technical services		On track.
	Supporting Scottish tourism and the visitor economy through the	Review the performance of FLS's visitor attractions; identify investment and rationalisation priorities.	Q4	Estate Development - Acquisitions and Disposals		Ongoing.

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q2	Q2 Progress (1 st July -30 th September 2021)
	provision of visitor 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		Due to change of Ministerial responsibilities a briefing pack is being prepared to issue to MSP. Updates to website text and a webinar video have been prepared for release pending approval of the briefing.
	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		Project advancing well with SG gateway review concluded.
	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		Complete.
	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		Ongoing.

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q2	Q2 Progress (1 st July -30 th September 2021)
	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%(660 ha) of peatland.	Q4	Land Management – planning and environment		Plans for restoring an additional 10% of peatland are in place however the outline plan for all peatlands on the national forests and land is still currently in progress.
	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		<p>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</p> <p>All developers are being allowed 12 months site investigations to contract into option. These site investigations have started and FLS are facilitating access.</p> <p>FLS has staggered the start of this 12 month period across all sites to avoid resource strain and smooth the pipeline.</p> <p>Discussions with developers are progressing well. Second stage LTAs to allow FLS to enter an Option agreement are being drafted.</p> <p>Timescale likely to move out to Feb 2022 (Q4).</p>
	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		Some emerging candidate projects emerging in FLS, such as building on Loch Katrine in Central Region and some potential projects in East and West Region.
	Reviewing and implementing a refreshed Deer Management Strategy to reduce the	Contribute to delivering the Scottish Government’s priorities from the Deer Working Group Report and	Q3	Land Management – Technical services		Work now underway on refreshing FLS Deer Management Strategy. Agreed new completion date of end of Q4. High FLS input in Scot Govs reply to DWG report.

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q2	Q2 Progress (1 st July -30 th September 2021)
	impact of browsing damage on forest and open habitats on national forests and land.	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.				FLS deer arcgis dashboard now out as a beta version to stakeholders for comment.
	Developing and Implementing a Communities Strategy.	Develop and publish a Communities Strategy Action Plan.	Q3	Land management – Visitor services and communities		Draft to go to LMLT on 1 Dec, with further internal engagement planned in December with the aim of publishing a draft for consultation in the New Year.
	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		Draft Visitor Strategy is out for public consultation closing on the 6 th January 2022. Feedback will be summarised and final strategy will be ready for LMLT approval end of March.
	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 Standard Operating Procedures on volunteering have been produced and are ready to be published for staff. LMLT Paper on volunteering to be produced in February 22.
	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	Land management – Visitor services and communities		3 further requests have been approved, so 6 requests are now awaiting completion following approval. Around 30 potential requests are in the development pipeline.
	Continuing to remove barriers to ensure that people from all backgrounds can and do access the full range of benefits of the national forests and land.	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		The People Team continue to provide expert advice and guidance to C&VS at both national and regional level. This has been a particularly busy period due to peak holidays and therefore peak visitor numbers and providing support and guidance has focused on specific events/attractions.

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q2	Q2 Progress (1 st July -30 th September 2021)
	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		HR Business Partners conduct monthly engagement meetings with cost centre managers to review resourcing and staffing. Operational workforce planning continuing, however work to be done on strategic workforce planning following consideration at FLSET.
	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		A draft Route Map to Net Zero has been prepared and the ET considered the core components of this, approved the principles and supported the proposed actions subject to available funding and capacity. The core elements of the Route Map to Net Zero will be included within FLS's Climate Change Plan which is expected to be published at the end of November 2021.
	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		The HR Team continue to work with hiring managers to create better adverts and improve where our posts are advertised to attract a more diverse range of applicants. Women are being specifically targeted where these are under-represented.
	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		Monthly update of LMP approval status by Planning Managers –ensuring proactive discussions with SF at local level and, when needed, at national level. Backlog of plans being slowly reduced and turnaround times on new plans has improved.

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q2	Q2 Progress (1 st July -30 th September 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		Work ongoing. Functions / Regions assisted as appropriate.
	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		Work ongoing. 'Draft' Corporate Plan produced and ready for public consultation.
	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		Discussed with ARC / Non-Executive Advisors. Agreed to review the Framework Document / Governance arrangements in Qtr. 4.
	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		Work is ongoing, however the Corporate Structures Review has caused the project to re-visit the timescales. The project timeline has been amended with the Plan to now publish in Qtr. 4.
	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. There have been no new or emerging Corporate Services projects initiated during this period.
	Supporting effective governance arrangements including	Take opportunities to review the effectiveness of governance arrangements to	Reviewed annually	Corporate services		Work continues to support the Executive Team, Strategic Board and Audit & Risk Committee as appropriate.

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG Q2	Q2 Progress (1 st July -30 th September 2021)
	the FLS Strategic Board and responding to Ministerial enquiries and Freedom of Information requests.	ensure corporate responsibilities and assurance are delivered.				
	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.