



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

Forestry and Land Scotland Business Plan

April 2021-March 2022



Scottish Government
Riaghaltas na h-Alba
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Introduction



This Business Plan is the third for Forestry and Land Scotland (FLS) and covers the period 1st April 2021 – 31st March 2022. It is the final plan to set out how we will continue to deliver on our current Corporate Plan and move closer to meeting our organisational Corporate Outcomes.

When we developed and agreed our Business Plan for 2020/2021 in February 2020, we had little idea of the challenges that we would soon be facing. Like other public bodies and businesses across the country, and indeed the world, the COVID-19 pandemic has brought about significant changes to the way in which we operate. Our main priority during this time has been the health, safety and wellbeing of our employees and visitors.

Over the past year we have done well despite the continuing difficulties and lockdown restrictions. Our capability and capacity to keep delivering throughout this period has been down to the tremendous efforts of our employees, and I take this opportunity to again thank them for their continued commitment and dedication. Full details of the progress made on delivering our commitments will be published in our forthcoming Annual Report and Accounts.

Clearly 2021/2022 will be another challenging year as recovery from the pandemic continues and restrictions ease. However, we can look forward with a degree of confidence about delivering our current programmes and also build on our work to help address the Climate Emergency.

Some of the actions we will take include:

- Creating 650ha of new woodland
- Increasing the cumulative total area of peatland with initial restoration action by 10%
- Investing in the modernisation and expansion of FLS's Newton Nursery near Elgin
- Supporting the Scottish Government's commitment to double the opportunities for young people in support of green and rural economy
- Publishing our new Visitor Strategy Action Plan
- Developing and publishing a new Corporate Plan for 2022-2025

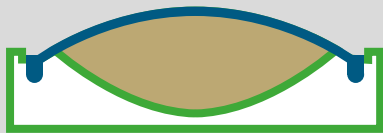
We will strive to deliver all of our commitments set out in this plan, but will take an agile approach to be able to respond to challenges as the recovery from the pandemic continues. We will also play our role in responding to other challenges including the impact of Brexit and addressing the Climate Emergency, and move closer to our vision of forests and land that Scotland can be proud of.

**Simon Hodgson, Chief Executive,
Forestry and Land Scotland.**

¹ These are approximate figures and more details will be provided in the FLS Annual Report and Accounts in the Autumn.



Approximately **one third (470,000ha)** of Scotland's forests and woodland are on **public land**, owned by Scottish Ministers on behalf of the nation.



...includes more than **7,400ha of restored peatland...**

...and hosts **enough renewable energy** infrastructure to produce over one billion watts of energy and sufficient to **power 600,000 homes.**



...includes **650 ha of new planting each year**, equating to around **800 football pitches** of new trees.

Scotland's National Forests and Land...



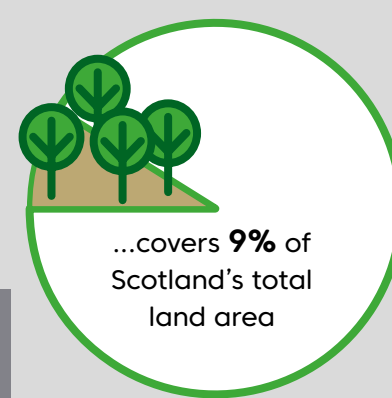
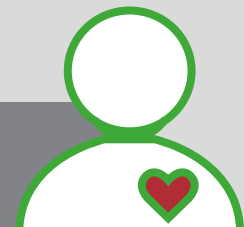
...supports **10,255 FTE jobs**

...hosts **90 community and partnership projects**

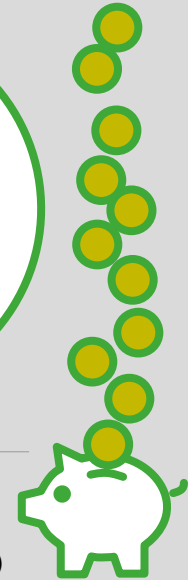


...welcomes **10.6 million visits**

...helps to **improve the physical, emotional and mental well-being** of residents and visitors.



...contributes over **£1 million per day** Gross Value Added (GVA)



...are home to over **1000 species**, **172 of which are protected species** including **lichen, moths, capercaillie and red squirrels**



Purpose of the Business Plan

This Business Plan is a strategic document which details the actions required for the delivery of key work areas across the organisation to support the delivery of our Corporate Outcomes. It has been developed in accordance with our Corporate Planning Framework. Business plans are developed on an annual basis by each Function and Region and set out the high level actions to be taken to ensure delivery of the areas for action set out in the Corporate Plan. This FLS Business Plan consolidates the main high level actions from the functions and regions into a single framework of key work areas.

Oversight is provided by our Executive Team to ensure effective coordination and delivery of the key work areas and corresponding high level actions set out in each Functional/Regional Business Plan. The plan is an active document and will be subject to revision on an annual basis with a report to the Executive Team and Strategic Board for consideration. Reviews will take into account internal and external influences and actions arising from monitoring activity throughout the year, this includes publication of quarterly Corporate Performance Reports.

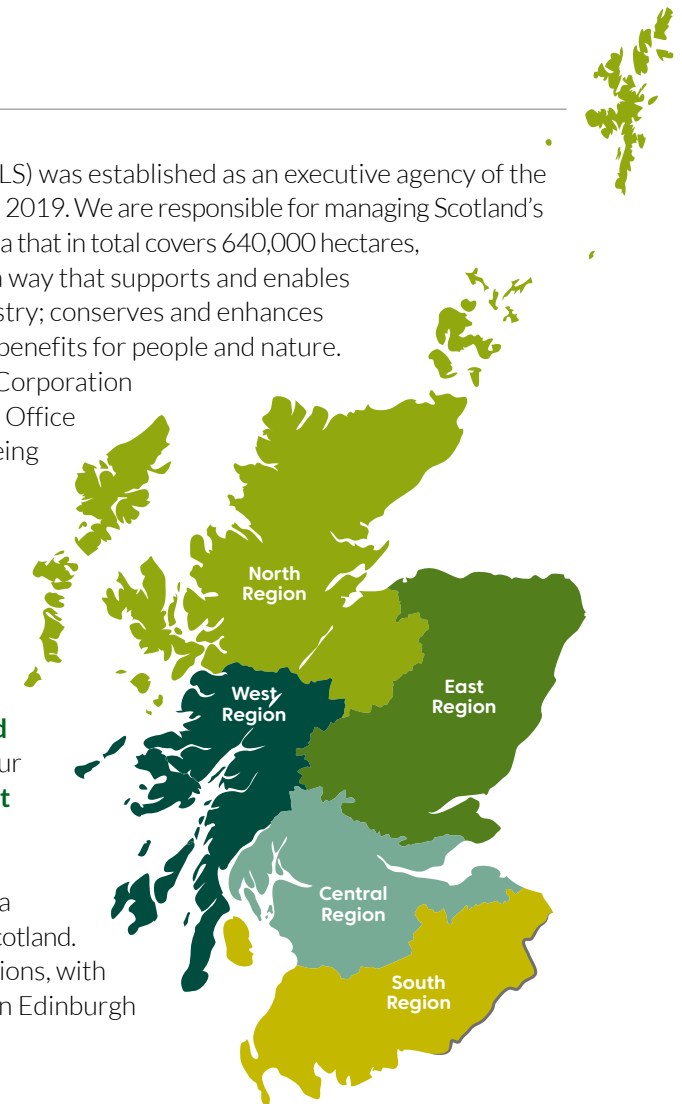
As set out in the introduction, we will strive to deliver all of our commitments set out in this plan, but will take an agile approach to be able to respond to challenges as the recovery from COVID-19 continues. We will as appropriate adapt our delivery to ensure that Scotland's national forests and land supports and contributes to Scotland's recovery. We will also play our role in responding to other challenges including the impact of Brexit and addressing the Climate Emergency.

Who we are

Forestry and Land Scotland (FLS) was established as an executive agency of the Scottish Government on 1 April 2019. We are responsible for managing Scotland's national forests and land, an area that in total covers 640,000 hectares, 9% of Scotland's land area, in a way that supports and enables economically sustainable forestry; conserves and enhances the environment and delivers benefits for people and nature. FLS is also classed as a Public Corporation under the definition set by the Office of National Statistics due to being an operationally focused organisation involved in commercial trading activities (e.g. sale of timber).

Our mission is **'to look after Scotland's forests and land, for the benefit of all, now and for the future'**. This leads to our vision of **'forests and land that Scotland can be proud of'**.

FLS employs over 990 staff in a variety of occupations across Scotland. We are organised into five regions, with support from national offices in Edinburgh and Inverness.



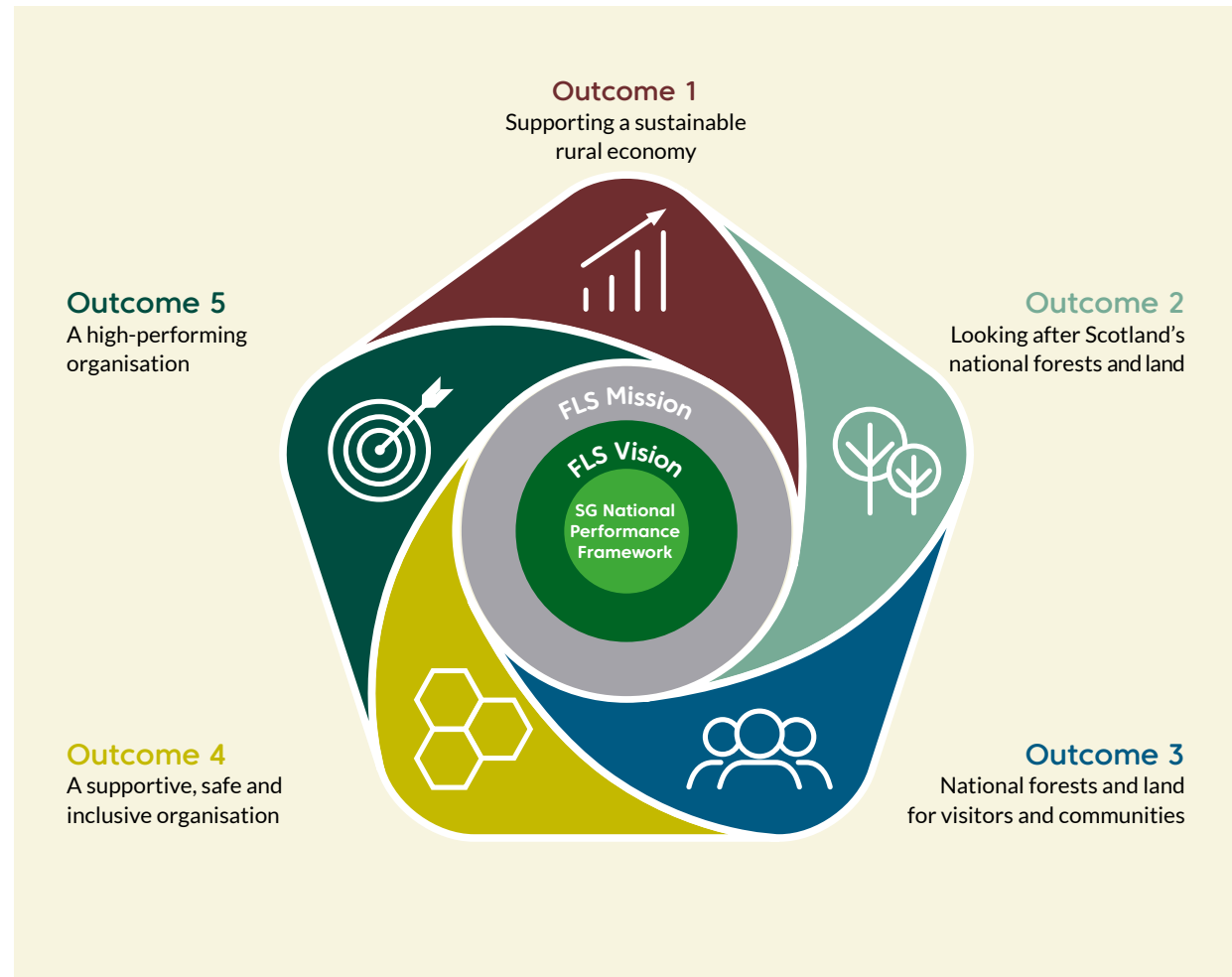
FLS Corporate Plan 2019-2022

The FLS Corporate Plan sets out the direction of travel for the organisation over a three year period. It defines our contribution to the delivery of the National Outcomes as set out in the Scotland's National Performance Framework and also our contribution to the implementation of Scotland's Forestry Strategy 2019-2029. This Business Plan sets out the actions we will take over the final year of delivery of this Corporate Plan.

Our Corporate Outcomes describe what we aim to achieve from our programme of activity over the next three years. For each Corporate Outcome we have developed actions, delivery of which are crucial to achieving our Outcomes, Vision and Mission for the organisation.



Work will take place over this year to develop a new Corporate Plan for the period 2022-2025.



Key Performance Indicators

The following are our agreed Key Performance Indicators for 2021/22:

Corporate Outcome	Key Performance Indicator	Target (2021/22)
Supporting a Sustainable Rural Economy	Volume of Timber Brought to the Market	3.2M m ³
	Area of Land Awaiting Restocking	Reduce from 2020/21 (Figure of 31,728 ha)
Looking after Scotland's National Forests and Land	Area of Woodland Creation	650 ha
	Area of high conservation value forests and land	Maintain 258,928 ha (2020/21 figure)
	Cumulative total area of peatland with initial restoration action (ha)	Increase by 10%
	Percentage of Notified Features on Designated sites in favourable (or unfavourable recovering) Condition	94%
	Maintain UKWAS Certification	Maintain
Scotland's National Forests and Land for Visitors and Communities	Number of community groups engaged in recognised partnerships and agreements	90
A Supportive, Safe and Inclusive Organisation	Percentage of women/females in senior roles (SCS -PB2)	40%
	Ratio of near miss reporting to total accidents and incidents reported	20%
	Staff Engagement: Percentage of employees who would recommend FLS as a great place to work	70%
	Average number of working days lost per FTE	9 days
A High Performing Organisation	% of requests for information (FOI) processed on time (within 20 working days of receipt of the request)	95%
	Percentage of Ministerial and Corporate Correspondence System (MACCS) queries responded to within agreed timescales	95%
	Percentage of complaints closed at frontline resolution	80%

Ensuring Financial Sustainability and Best Value

FLS's predecessor organisation, the Forestry Commission, was around for 100 years in Scotland and was established following a crisis affecting timber supply. We have the opportunity to make sure that FLS thrives over the next 100 years, and can support Scotland through new challenges. To do that we need to focus on the long-term future of FLS and how we secure that in a very different world in light of current challenges in Scotland such as COVID-19 and the UK's exit from the European Union.

This means ensuring that FLS is still achieving the balance of economic, social and environmental programs as we always have, and tapping into our knowledge and skills to innovate, invest wisely for the future and grow our business. To help with this work, we have recently developed a Business Sustainability Action Plan which sets out to deliver improvements in commercial outcomes, business and workforce capabilities, and strategic long-term planning. A key part of the Business Sustainability Action Plan was the creation of seven new Business Principles which help us to make better and more consistent decisions on what we do and on our delivery.

Over this financial year we will be developing a new five year Business and Financial Plan to help achieve significant business improvements and savings. Work is also continuing on the procurement and development of a Management Information Platform with the aim of having better integrated and fit for purpose business systems.

As an executive agency of Scottish Government, FLS is required to demonstrate compliance around the duty of 'Best Value' as set out within the Scottish Public Finance Manual. We take a mainstreaming approach to the implementation of Best Value requirements, and as such, key actions have been included within this Business Plan and the plans outlined above, to ensure continuous improvement in performance whilst having regard to economy, efficiency, effectiveness, equal opportunities and sustainable development.

Programme for Government

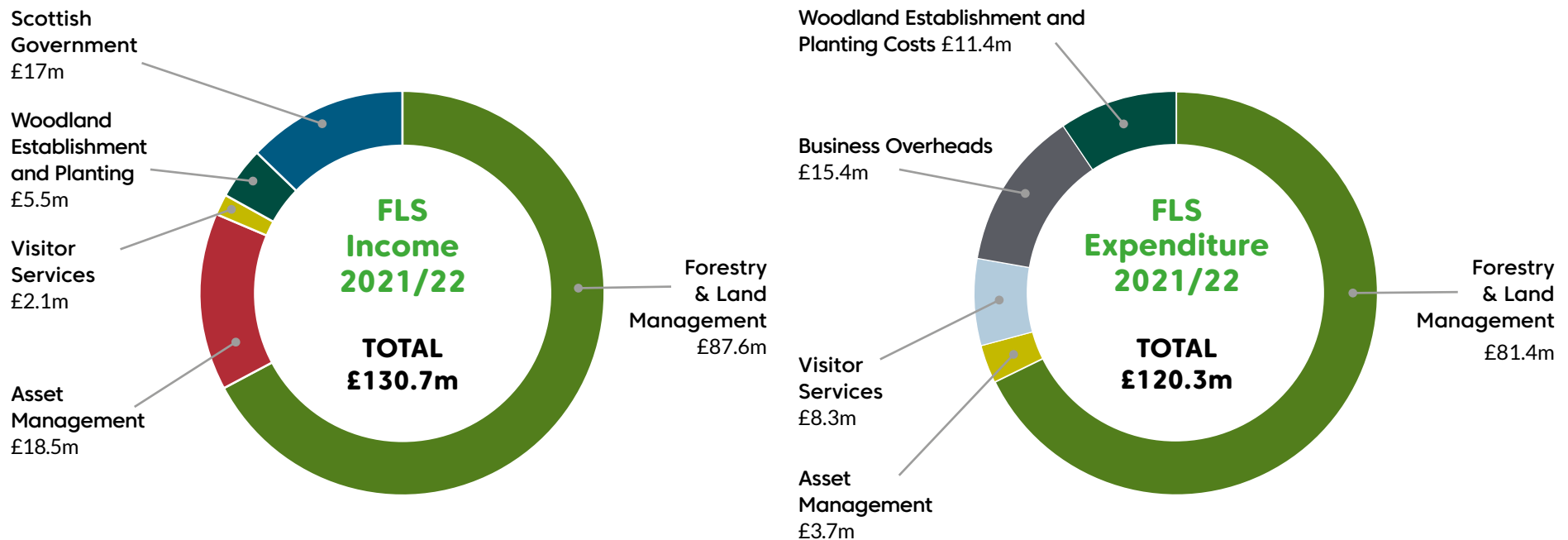
The [Programme for Government](#) (PfG) is published every year at the beginning of September and sets out the actions that the Scottish Government will take in the coming year and beyond. As an executive agency of the Scottish Government, FLS has a role to play in contributing to the delivery of the PfG. This year FLS will continue to help in the delivery of the following commitments:

PFG Commitment	FLS Action
<p>“Nature Based Investment: Forestry and Land Scotland will receive an additional £30 million to expand Scotland’s national forests and land. We will also provide £20 million to further increase tree nursery capacity, investing in new and redeveloped facilities to support higher production.”</p>	<p>As part of PfG commitments to support expansion of the nursery sector in Scotland we will invest in the modernisation and expansion of FLS’s Newton Nursery near Elgin. This will increase FLS self-sufficiency and provide surety of supply and cost control of nursery stock whilst alleviating some market pressures for others seeking to play their part in delivering government woodland creation targets.</p>
<p>“Creating Green Jobs: We will work with Scottish Forestry, Forestry and Land Scotland and NatureScot to double their existing commitments to provide opportunities for young people within their organisations. These opportunities will be focused on degree level undergraduates as well as modern apprentices.”</p>	<p>We have given a commitment to double the opportunities for young people in support of green and rural economy. We will also continue to be part of the Industry Leadership Group to work collaboratively, influence and support the sector to ensure forestry skills continue to grow.</p>

Financial Resources

FLS is different from most other public bodies in Scotland in that we earn a large proportion of our income to support the management and development of Scotland's national forests and land. This is primarily through commercial trading activities such as the sale of timber, renewables, recreation, venison and leases. We use this revenue to invest in activities such as woodland expansion but to build a sustainable financial model to protect the national forests and land for the long term. In addition we receive Scottish Government funding.

As a public corporation, FLS is required through the FLS Framework Document to retain a financial reserve to enable essential investment to protect against trading cycles across financial years. Trading has been very healthy during 2020/21 which we anticipate will continue in 2021/22 allowing a provision for reserves that protects liquidity in an uncertain future and allows for much needed investment in the protection of the national forests and land.



Monitoring Performance

Performance on the implementation of the Business Plan is managed by the Corporate Services function and monitored by the FLS Executive Team and Strategic Board, each of which receive outcome focussed quarterly Corporate Performance Reports. A performance overview and analysis are published as part of our Annual Report and Accounts. An annual report on progress of the Corporate Plan is also published each July.

Further Information

Further information on this Business Plan and our approach to business planning across the organisation can be requested by contacting the Corporate Services Team on the following details:

Forestry and Land Scotland
Inverness Business Park
1 Highlander Way
Inverness
IV2 7GB

Telephone: 0131 370 5541
Email: enquiries@forestryandland.gov.scot
Website: forestryandland.gov.scot

Business Plan Actions (April 2021 – March 2022)



Supporting a Sustainable Rural Economy

Outcome: FLS supports a sustainable rural economy by managing the national forests and land in a way that encourages sustainable business growth, development opportunities, jobs and investments.

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
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.	Q1	Estate Development – Acquisitions and Disposals	n/a
Development and implementation of a Timber Access Strategy.	Develop a long term timber access strategy identifying an outline 10 year programme for road construction.	Q4	Land Management – Technical Services	n/a
Development and implementation of a Timber Marketing Strategy.	Implement the Timber Marketing Framework and Timber Governance Statement in order to maximise net returns from timber assets, in particular long term contracts and open market competitive sales.	Ongoing with quarterly monitoring and reporting.	Land Management – Marketing and Sales	Volume of Timber Brought to the Market.
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	n/a
Providing a sustainable supply of timber to Scotland’s timber processing sector.	Take action to provide approximately 3.2M m3 of timber to the market.	By end of Q4	Land Management – All Regions to contribute to organisational target.	Volume of Timber Brought to the Market.
	Improve our Work Planning processes to bring consistency to the identification and mitigation of constraints to timber harvesting and other programmes.	Q3	Land Management – Planning and Environment	Volume of Timber Brought to the Market.



Supporting a Sustainable Rural Economy

(continued)

Outcome: FLS supports a sustainable rural economy by managing the national forests and land in a way that encourages sustainable business growth, development opportunities, jobs and investments.

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Implementing the Restocking Strategy for the national forests and land and develop a new plant and seed supply strategy.	Enable the continued delivery of the Restocking Strategy 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	Area of Land Awaiting Restocking
Supporting Scottish tourism and the visitor economy through the provision of visitor attractions.	Work with Forest Holidays to ensure a development programme for commencement of a Cabin Development at both Glentress and Nevis.	Q3	Estate Development – Acquisitions and Disposals	n/a
	Review the performance of FLS’s visitor attractions; identify investment and rationalisation priorities.	Q4	Land Management – Visitor Services and Communities	n/a
Supporting commercial activity on the national forests and land including agricultural management, rural housing and renewable energy opportunities, all of which help to sustain rural communities.	Completion of strategies for Agriculture and Commercial Development.	Q1	Estate Development – Land Agency and Strategy, Policy & Development	n/a
Support the venison processing sector through our deer management.	Support the sector to adjust to changes resulting from EU exit by developing the market through introducing ‘spot sales’ for venison.	Ongoing	Land Management – Technical Services	n/a
	As members of Scottish Venison Association and also the Scottish Quality Wild Venison scheme support the delivery of the SG’s ‘Beyond The Glen’ venison strategy.	By end of Q4	Land Management – Technical Services	n/a



Supporting a Sustainable Rural Economy

(continued)

Outcome: FLS supports a sustainable rural economy by managing the national forests and land in a way that encourages sustainable business growth, development opportunities, jobs and investments.

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Working to release value from rural development opportunities for reinvestment in the national forests and land e.g. rural housing.	Continue to work with Arran Community Trust in order to complete the disposal of land at Dyemill on Arran for 14 Self-build housing plots.	By end of Q4	Estate Development – Acquisitions and Disposals	n/a
	Continue to work with Communities Housing Trust in order to complete the disposal of land at Ardochy, Highland Region, for two affordable housing units.	Q3 and Q4	Estate Development – Acquisitions and Disposals	n/a
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. Where possible, facilitate the delivery of existing pipeline projects which are at various stages of planning and feasibility.	Q2	Estate Development - Renewables	n/a
Continuing to operate mineral leases across the national forests and land thus providing important minerals to the industry such as Barytes and silica sand.	Managing mineral leases to support continuation of minerals extraction, enabling lease extensions where relevant.	Ongoing	Estate Development – Strategy, Policy & Development	n/a
Continuing to work with Registers of Scotland to ensure the extent of the national forests and land are properly registered in the Land Register and in particular that any title rectifications are highlighted and processed thereby providing reliable and accessible information for all and simplifying land-related transactions going forward.	Review registered titles to verify at least 80% of all titles by year end.	Ongoing	Estate Development – Strategy, Policy & Development	n/a



Looking after Scotland's National Forests and Land

Outcome: Scotland's national forests and land are looked after; biodiversity is protected and enhanced and more environmental services are provided to people.

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Helping the Scottish Government meet forest and woodland creation targets.	Invest in FLS plant supply infrastructure and capacity to increase the overall plant supply market in order to help the sector meet woodland creation targets through access to more trees.	Q4	Land Management – Technical Services	Area of Woodland Creation
Analysing the cumulative impacts of current commitments, plans and strategies and likely future scenarios (e.g. climate change) on our approach to managing the national forests and land.	Present an analysis of the cumulative impacts of current commitments.	Q2	Land Management – Planning and Environment	n/a
Developing a programme of actions to improve the resilience of the national forests and land to the impacts of climate change and tree health threats.	Co-ordinate climate change action in FLS, and create a credible plan for achieving net zero greenhouse gas emissions and a mature rating against Adaptation Scotland's Public Sector Capability Framework.	Q3	Director of Land Management	n/a
Maintaining UKWAS certification.	Ongoing work across the organisation to ensure UKWAS certification is maintained.	Ongoing	Land Management – Planning and Environment	n/a
Reviewing and implementing a refreshed Deer Management Strategy to reduce the impact of browsing damage on forest and open habitats on the national forests and land.	Contribute to the delivery of the Scottish Government's priorities from the Deer Working Group Report and ensure these are reflected in a refreshed and published FLS deer management strategy.	Q3	Land Management – Technical Services	n/a
Working in partnership in order to restore vacant and derelict land for woodland planting and wider beneficial use.	Progress and complete acquisition of pipeline former opencast coal sites.	By end of Q4	Estate Development – Acquisitions and Disposals	n/a



Looking after Scotland's National Forests and Land

(continued)

Outcome: Scotland's national forests and land are looked after; biodiversity is protected and enhanced and more environmental services are provided to people.

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Managing the national forests and land to further the conservation and enhancement of biodiversity.	Review the National Spatial Overview.	Q4	Land Management – Planning and Environment	n/a
	Review guidance and support for Land Management Plans to maintain pace and affordability.	Q4	Land Management – Planning and Environment	n/a
Maintaining and enhancing our work on peatland restoration.	Prepare an outline plan for the restoration of the peatlands on the national forests and land, and undertake an additional 10% (660 ha) of peatland restoration work.	By end of Q4	Land Management – Planning and Environment	Cumulative total area of peatland with initial restoration action (ha)
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	Director of Land Management	n/a
Taking specific conservation action for vulnerable priority species (e.g. red squirrel, capercaillie, black grouse).	Take specific and ongoing conservation action for vulnerable priority species.	Ongoing	Land Management – Planning and Environment	n/a



Looking after Scotland's National Forests and Land

(continued)

Outcome: Scotland's national forests and land are looked after; biodiversity is protected and enhanced and more environmental services are provided to people.

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
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.	Q3	Estate Development – Renewables	n/a
	Work with the chosen developers from the recent 2020 Energy Offering to finalise option agreements.	Q3	Estate Development – Renewables	n/a
Supporting policy development and research, and act as a testbed for new and innovative approaches to forestry and land management.	Carry out field trials of products developed under the CivTech 4.0 challenge including work with TreeTape, SilviBio and Elsoms.	Q4	Land Management – Technical Services	n/a
Working with neighbouring land managers to undertake landscape-scale control of rhododendron to conserve ground flora and improve habitats.	Develop an action plan and start to implement the recommendations of the Review of Rhododendron Management carried out in 2020.	Q1	Land Management – Planning and Environment	n/a
Continuing to implement the Larch Strategy in order to reduce the rate of expansion of <i>Phytophthora ramorum</i> .	Ensure the implementation of the strategy across the organisation.	Ongoing	Land Management – Planning and Environment	n/a



Scotland's National Forests and Land for Visitors and Communities

Outcome: Everyone can visit and enjoy Scotland's national forests and land to connect with nature, have fun, benefit their health and wellbeing and have the opportunity to engage in our community decision making.

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Developing and Implementing a Communities Strategy.	Develop and publish a Visitor Strategy Action Plan.	Q3	Land Management – Visitor Services and Communities	Number of community groups engaged in recognised partnerships and agreements
Developing and Implementing a Visitor Services Strategy.	Develop and publish a Visitor Strategy Action Plan.	Q2	Land Management – Visitor Services and Communities	n/a
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	n/a
Actively encouraging the participation/visits to the national forests and land by people who are care experienced, of low socioeconomic status and/or from protected characteristic groups.	Provide guidance to Regions on good practice/examples of engaging and encouraging participation from under-represented groups.	Q2	Land Management – Visitor Services and Communities	n/a
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.	Rollout of mandatory learning on Unconscious Bias and Diversity Training.	Q4	Business Services – People and Organisational Development	n/a
	Continued delivery of the Inclusion Action Plan.	Ongoing	Business Services – People and Organisational Development	n/a



Scotland's National Forests and Land for Visitors and Communities

(continued)

Outcome: Everyone can visit and enjoy Scotland's national forests and land to connect with nature, have fun, benefit their health and wellbeing and have the opportunity to engage in our community decision making.

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Incentivising renewable developers to offer community ownership opportunities in renewable energy developments on the national forests and land.	Principle "incentives" are the payment of Community Benefits and Community participation as part of the agreement package with developers. FLS will facilitate this through legal agreements and financial structures.	Ongoing	Estate Development – Renewables	n/a
Continuing to engage communities in decisions relating to the management of the national forests and land	Continue to support engagement in land management decisions despite restrictions on face-to-face meetings due to Covid-19.	Ongoing	Land Management – Planning and Environment/ Visitor Services and Communities	n/a
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	Number of community groups engaged in recognised partnerships and agreements



A Supportive, Safe and Inclusive Organisation

Outcome: FLS is a supportive, safe and inclusive organisation that provides exciting careers, professional development and strives to be an employer of choice.

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Enhancing our health and safety culture to include physical, mental health and wellbeing.	Delivery of the health, safety and wellbeing improvement plan.	Ongoing	Business Services – People and Organisational Development	Ratio of near miss reporting to total accidents and incidents reported
	Delivery of the Mental Health and Wellbeing Action Plan.	By end of Q4	Business Services – People and Organisational Development	n/a
Using targeted positive action measures to try to increase the diversity of our workforce.	Undertaken positive action as part of recruitment to increase applications and successful appointments of applicants from under-represented groups.	Ongoing	Business Services – People and Organisational Development	Percentage of women/ females in senior roles (SCS – PB2)
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	Corporate Services – Corporate Development	n/a
Supporting the Apprenticeship and Student Programme in all parts of the business.	Provide opportunities for young people within the organisation in line with our Programme for Government commitments.	Ongoing	Business Services – People and Organisational Development	n/a
Reviewing how we can use technology more effectively to communicate, limit the need for staff to travel and reduce our resource consumption and waste footprint.	Continue to expand the provision of digital learning and development opportunities in order to reduce the need to travel.	Ongoing	Business Services – People and Organisational Development	n/a



A High Performing Organisation

Outcome: FLS is recognised as a high performing, efficient and effective, financially sustainable organisation that continues to transform and adapt.

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Implementing and building upon the new Corporate Planning Framework.	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 – Corporate Development	n/a
Reviewing, developing and implementing a number of strategies and plans in relation to business improvement (e.g. Procurement Strategy, Digital Strategy).	Develop and publish FLS Corporate Plan for 2022-2025.	Publication date is 1st April 2022	Corporate Services – Corporate Development	n/a
	Continue to build on and implement the Business Sustainability Action Plan	Ongoing	Executive Team – supported by Corporate Services	n/a
	Implement and maintain a revised Corporate Risk Management Policy and Framework, including risk registers.	Reviewed annually in line with business planning	Corporate Services – Change Management	n/a
	Promote the organisation and its activities, both internally and externally, and communicate the significance and benefits that the national forests and land bring to the people of Scotland.	Ongoing	Corporate Services – Communications, Marketing and Media	n/a
	Continue the development of the Gaelic Language Plan and submit draft to Bord na Gaidhlig.	January 2022	Corporate Services – Corporate Development	n/a
	Continued development and implementation of a Digital and IT Strategy.	Ongoing	Business Services – Digital Services	n/a
	Continued development and implementation of strategies for Fleet and Buildings.	Ongoing	Business Services – Fleet and Buildings	n/a



A High Performing Organisation

(continued)

Outcome: FLS is recognised as a high performing, efficient and effective, financially sustainable organisation that continues to transform and adapt.

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Ensuring that FLS meets all statutory duties as an executive agency.	Meet and where possible exceed our legislative duties.	Ongoing	Corporate Services	n/a
Using Best Value reviews to continually improve as a high performing organisation.	Develop and ensure effective implementation of the Best Value Implementation Plan.	Q2 and then ongoing	Corporate Services	n/a
Working collaboratively, openly and responsibly with partner organisations and others to continuously improve the management of the national forests and land.	Monitor FLS actions within Forestry Strategy Implementation Plan and provide regular updates on contribution to delivery.	Ongoing	Corporate Services – Corporate Development	n/a
Supporting effective governance arrangements including the FLS Strategic Board and responding to Ministerial enquiries and Freedom of Information requests.	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 – Various	n/a
	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 Management	n/a



Forestry and
Land Scotland
Coilltearachd agus
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