



Forestry and  
Land Scotland  
Coilltearachd agus  
Fearann Alba

# Corporate Performance Report - Summary

2022/23 Quarter 2






July – September 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.

## Trend:

	= status has improved since last quarter
	= status remains the same since last quarter
	= status has deteriorated/gone down since last quarter

# 1. Key Performance Indicators (KPIs)

Corporate Outcome	Performance indicator	Target	RAG	Trend	Reasons for Red or Amber Rating and/or related improvement actions
	Volume of Timber Brought to the Market.	3.2 million m3 obs	Green	↔	n/a
	Area of land Awaiting Restocking.	Reduce from 30,710 ha	Yellow	↓	The current figure is 30,178 ha. Ground preparation tender issues have created pressure in the 2022/23 programme which may not be recoverable.
	Area of Woodland Creation.	650 ha	Yellow	↔	A number of issues have led to delays with this work including continuing procurement run over of contracts.
	Area of High Conservation Value Forests and Land.	Maintain 21/22 Area	Yellow	↔	A refinement of the GIS query has shown we have less high conservation value (HCV) woodland than reported in 2021/22. This is based on the Forestry Stewardship Council definition of HCV woodland and has resulted in a lower area figure than previously reported. We previously calculated the area of native woodland based on the area of trees native to Scotland. However, the FSC definition uses 'locally native'. This new area figure will be maintained in future reports.
	Cumulative total area of peatland with initial restoration action (ha).	900 ha	Yellow	↔	Pipeline of programmed work suggests this internal 900 ha target will be met by the end of the year, but at Q2 work in progress is lower than projected but should increase through Q3.
	Percentage of Notified Features on Designated sites in favourable (or unfavourable recovering) Condition.	94%	Green	↔	n/a
	Maintain UKWAS certification.	Maintain	Green	↔	n/a
	Number of community groups engaged in recognised partnerships and agreements.	90	Green	↔	n/a
	Percentage of women in senior roles (SCS –PB2).	40%	Green	↑	n/a However, focus groups are being held in areas where there are no women in roles above PB4 to explore the barrier to career progression.

Corporate Outcome	Performance indicator	Target	RAG	Trend	Reasons for Red or Amber Rating and/or related improvement actions
	Ratio of near miss reporting to total accidents and incidents reported.	20%	Green	↑	n/a
	Staff Engagement: Percentage of employees who would recommend FLS as a great place to work.	70%	Red	↓	The People Survey is carried out annually, so the percentage will not change until Q3 of 2022/23. Downward trend indicated is from previous year (-pp. at 55%).
	Average number of working days lost per FTE.	9 days	Green	↓	n/a
	% of requests for information (FOI) processed on time (within 20 working days of receipt of the request).	95%	Red	↓	The target was not met due to capacity issues across the organisation. 25 out of 27 cases were responded to on time (92.6%). Please note that the red rating is for the quarter, and target is still green for the annual figure.
	Percentage of Ministerial and Corporate Correspondence System (MiCase) queries responded to within agreed timescales.	95%	Red	↓	10 out of 12 cases were responded to on time equating to 83.3%. The delays were due to capacity issues across the organisation. A further complicating matter was that a number of the cases related to the same issue with different Ministers being involved.
	Number of complaints closed in full at stage 1 within five working days as % of all stage 1 complaints responded to in full.	80%	Grey	n/a	Due to delays with the implementation of the new Complaints Handling System we are unable to ascertain whether or not this target has been met. It is hoped that the system will be in place in order to report 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%	Green	↔	n/a

## 1.1 KPI Improvement Actions

- Ongoing focus on recruitment and training for staff in Land Management, primarily in relation to Delivery staff. Key dependency on Learning and Development and on the Resourcing and Talent team where much work is underway to improve the support available. In the next six months this is likely to have an ongoing and significant impact on regional and national staff, diverting attention from more strategic actions.

- **Staff Engagement:** The People Survey will be carried out in Q3.
- **Average number of working days lost per FTE:** The Q1 report stated: “Plans are in place to automate sickness absence and special leave recording by the end of Q4.” . It is felt, however, that it is more important to improve current functionality, data and reporting rather than introduce new self-service elements to iTrent for line managers to learn. This is planned for 2023. There are no current plans for special leave to form part of iTrent’s self-service functionality although categories of special leave will be expanded, in line with the new Policy, making recording and reporting more accurate in future.
- **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.
- **FOIs and Ministerial Queries:** Work is ongoing with teams across FLS to ensure they are aware of the requirement and timescales in responding to FOIs and Ministerial Queries.

## 2. Performance Evaluation







Directorate/Region	Key Achievements	Opportunities for Improvement
<b>Commercial Development Directorate</b>	<ul style="list-style-type: none"> <li>● Agreed a Repowering Strategy, with Ministerial sign-off, for Wind Farm developments.</li> <li>● Two further Energy Offering agreements at Cnoc Buidh and Tiendland completed.</li> <li>● 2 acquisitions completed.               <ul style="list-style-type: none"> <li>○ Ochertyre Wood: This property offers FLS the opportunity to restore peatland within a SSSI. Site of Special Scientific Interest (SSSI)</li> <li>○ Whitefield Farmhouse/steading: This is the final phase in our purchase of Whitefield Farm, Arran.</li> </ul> </li> <li>● Community Asset Transfer Scheme (CATS) disposals at Lower Ardochy and Ardlarch Quarry in Tain have been completed.</li> </ul>	None provided.
<b>Corporate Services Directorate</b>	<ul style="list-style-type: none"> <li>● The business critical resourcing issue within the operational side of the HR team has been addressed and a full HR Business Partner, HR Advisor and Recruitment Advisor team is now in place.</li> <li>● 100% of stage 2 complaints were responded to on time, which is well above the FLS and Scottish Government performance targets.</li> <li>● Chainsaw Operator Wellbeing Framework pilot completed promoting mental and physical wellbeing. Very positive feedback from all involved. Plans currently being developed to implement key outcomes across FLS.</li> <li>● Menopause Guidance has been introduced alongside trained Menopause Champions, to encourage open and honest conversations about the menopause at work between staff and their managers.</li> <li>● The Corporate Parenting Progress Report was successfully developed and approved for publication by the Management Board.</li> <li>● Significant work was undertaken by colleagues across the directorate to ensure all of the recommendations made by audit were included in the Annual Report and Accounts which was subsequently approved by the Audit and Risk Committee in September. Audit noted that the formatting was best practice.</li> </ul>	<ul style="list-style-type: none"> <li>● 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 Q3. A report is being developed for consideration by the Management Board in October to ensure effective implementation of the solutions developed by the Corporate Development Team.</li> <li>● Further work to be completed on iTrent to build a comprehensive Work Force Planning Dashboard for Corporate Reporting.</li> <li>● Initial work is underway to review our Policies for Grievance and Discipline - streamlining these processes while ensuring compliance with the ACAS Code of Conduct.</li> </ul>
<b>Land Management and Regions Directorate</b>	<ul style="list-style-type: none"> <li>● SG has awarded FLS funding to enable us to start on an ambitious programme of works to conserve the rainforests that we manage. Initial actions involve employing staff to prepare and initiate works on rhododendron clearance, PAWS restoration and deer management.</li> </ul>	None provided.






Directorate/Region	Key Achievements	Opportunities for Improvement
	<ul style="list-style-type: none"> <li>Recent UKWAS audit went well, pending peer review, no Major Corrective Action Requests (CARs) and certification maintained.</li> </ul>	
<b>Net Zero Directorate</b>	<ul style="list-style-type: none"> <li>The Smarter Working Strategy was endorsed by the Management Board in September, with the agreement that Smarter Working will be delivered by Heads of Functions and Regional Managers as part of BAU activities.</li> <li>Agreement for continuation of service provision to Scottish Forestry reached with refreshed SLA.</li> <li>Cyber Risk Technical Assessment completed evidencing a “good security posture” within FLS. This represents a point-in-time analysis and ongoing vigilance, and improvements remain imperative.</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment issues for MES mechanics are critical and are impacting service levels. Issue due to competitive market for trained mechanics. Work with HR recruitment team underway.</li> <li>Need to improve turnaround times for validation of emissions data as part of the climate change process.</li> </ul>
<b>Central Region</b>	<ul style="list-style-type: none"> <li>Resource constraints have featured heavily in the last quarter, but despite that we are on target for deer cull numbers and volume of timber harvested.</li> <li>Great progress using SharePoint capability to build a Regional Programme Management Tool.</li> <li>Rainforest posts all in place and we are well placed to commence a programme of works.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with Statutory Plant Health Notice’s (SPHNs) is behind due to sheer volume of work required to be executed.</li> <li>Behind on Peatland delivery due to permissions from 3rd parties taking longer than expected.</li> </ul>
<b>East Region</b>	<ul style="list-style-type: none"> <li>The region will have filled the majority of our vacant posts by the end of Q3 (around 93%). Work is ongoing to induct and on-board these new colleagues into the region through the continued development and implementation of a new induction &amp; on boarding programme.</li> <li>Successful submission of our first iteration of the Five year business and financial plan update.</li> </ul>	<ul style="list-style-type: none"> <li>Alignment and provision of training and development opportunities</li> <li>Definition of our harvesting programme</li> <li>Progress with the delivery of work plans</li> </ul>
<b>North Region</b>	<ul style="list-style-type: none"> <li>Office working environments have returned to normal post Covid – collaborative approach adopted with staff to move on from the Covid restrictions.</li> <li>Groundworks have recently commenced on the new Balnain outstation.</li> <li>Recent national recruitment exercise has been successful in bringing in a number of new craftspeople and supervisors to the Region.</li> <li>Regional local forums have started this quarter.</li> </ul>	<ul style="list-style-type: none"> <li>Staffing is a concern within the Regional Management Team – currently no permanent Delivery Manager and one of the Planning Manager posts is vacant.</li> <li>Staff capacity is challenging – gaps and absence within the team create pressure within team – ongoing and recent recruitment should help alleviate this.</li> </ul>
<b>South Region</b>	<ul style="list-style-type: none"> <li>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</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Staffing remains a key constraint and issue in terms of performance and delivery of key outcomes. Our capacity, particularly at the Management/ Leadership level has continued to diminish. Whilst steps are being taken to try to address this, there are no easy solutions</li> </ul>








Directorate/Region	Key Achievements	Opportunities for Improvement
		and it is likely this will continue to impact on us for the rest of the year, if not longer.
<b>West Region</b>	<ul style="list-style-type: none"> <li>• Progression of smarter and flexible working principles within region.</li> <li>• Significant and ongoing activity through recruitment efforts (individual and national campaigns).</li> <li>• Continued development and added value of regional and local Health, Safety and Wellbeing Forums.</li> <li>• Overall positive contribution to national/corporate programmes given current challenges and working environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional contribution to ensure current procurement and contract management arrangements are put in place until longer-term solutions are progressed ensuring key programmes and targets are, where possible, maintained with minimal disruption.</li> </ul>













### 3. FLS Business Plan – Q1 Review of Progress







Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q2 Progress (1 <sup>st</sup> July -30 <sup>th</sup> September)
	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		Ongoing fibre recovery sales are available in most Regions now. There is a need to build markets in more distant locations specifically West Region and research work is required to ensure we are maximising opportunities on every site type.
	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		Firewood strategy draft has been completed. Rollout has been delayed in order to reduce the impacts of any price rises associated with the new contract tender award.
	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		Market conditions will mean that we may not <u>market</u> the normal quantity of saw logs this year. Additional opportunities for wood fuel are being explored so this should remain as green in next quarter however worth putting a marker down now. LTC volume has been fully marketed although not worked. Note this is for marketed timber. Despatched timber will be substantially down this year at around 2.5 million m3 OBS.
	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		Conclusion of nursery redevelopment business case and detailed design on track.
	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		Visitor Experience planning completed for the 7 stanes Mountain Bike sites (South Region) ahead of the UCI Cycling World Championships in August 2023. Glen Ogle / Glen Orchy (West Region) has been successful in getting round two Rural Tourism Infrastructure funding.
	Delivering an increased contribution towards the Scottish Government's	Facilitate the progression of pipeline sites where these are	Ongoing - by end of Q4	Commercial Development Directorate		Work ongoing. Loss of the Estates Project Manager has resulted in some operational challenges, although post now filled as at October 2022.






Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q2 Progress (1 <sup>st</sup> July -30 <sup>th</sup> September)
	renewable energy targets.	brought forward by developers.				
	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		Work in this area is ongoing. Some titles are out-with our control to complete the verification. 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.	<b>Ongoing - by end of Q4</b>	Land Management and Regions Directorate		Continued project support for Glentress Masterplan (South Region) to deliver start line and race routes for UCI Cycling World Championship. Enchanted Forest (East Region) is proceeding in 2022 after a two-year lull with Covid-19 restrictions.
	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. Two Options now signed. Progress being made on the full suite. Loss of EPM (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, notably Pencloe and North Kyle. Further sites making progress including Arcleloch Extension.
	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		9000 deer culled to end of this period. Pro-rata, on target to achieve this year's national cull. We continue to work with Highland Game and Scottish Venison Association (SVA) to grow the market. Exploring option in bi-products market.







Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q2 Progress (1 <sup>st</sup> July -30 <sup>th</sup> September)
	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		Ongoing. Some surplus brownfield sites now being prepared to be marketed.
	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		Very positive internal engagement with Planning Manager colleagues to develop Commercial Development support mechanisms and develop/implement principles around realising biodiversity benefits from current electricity projects. This work will help to inform the development of a national "toolkit". This important work will be ongoing through 22/23 and into 23/24.
	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		A number of issues have led to delays with this work including continuing procurement run over of contracts.
	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		One major acquisition in missives and another, smaller but strategically important, under offer.
	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		Ground prep tender issues have created pressure in the 2022/23 programme which may not be recoverable.
	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	By end of Q4	Land Management and Regions Directorate		Pipelines and programmes are being agreed with Regions with an expectation area delivered will steadily increase.

Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q2 Progress (1 <sup>st</sup> July -30 <sup>th</sup> September)
		restoration action on approx 900 ha of peatland.				
	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		After redefining the area based on FCS criteria, this area of HCV woodlands will be maintained through targeted action to remove invasive species (INNS) and reduce browsing pressure.
	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 developing the index, timescale to publication may slip into Q4.
	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		Land Management Plan first draft almost completed and working closely with Scottish Water.
	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		The revised rhododendron prioritisation is being used to build a programme of Rainforest Restoration work.
	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		FLS has carried out a wide range of specific management, monitoring and research activities for, among others, pine hoverfly capercaillie, black grouse, raptors, red squirrels and wildcat. This work includes lek surveys across the range of capercaillie and black grouse. We have also removed non-native trees from 100ha of capercaillie and black grouse habitat in Strathspey forests, and supported, funded and assisted with management of Saving Wildcats and pine hoverfly reinforcement projects. We have also identified sites for beaver translocation onto FLS land,







Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q2 Progress (1 <sup>st</sup> July -30 <sup>th</sup> September)
						and participated in development of National Beaver Strategy.
	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		Work in this area is ongoing.
	Increasing ancient woodland restoration.	Support Regions with strategic approaches, funding opportunities and technical support.	Ongoing - by end of Q4	Land Management and Regions Directorate		GIS layers indicating priority pinewoods for restoration have been developed and training and support on interpretation provided to North Region. Central Region is being supported to develop priority layers based on their recent survey data. The successful award of £1.3 million for Rainforest Restoration projects will allow delivery on a wider range of sites than previous.
	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		Organisational limitations (including staffing, BP and procurement delivery) have delayed the ambitious (but required) implementation in this area. However, plans are in place to increase organisational capability and deliver in the medium and longer term and this will provide the required resilience to the forests and land.
	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		Actions being implemented including the main recommendation on moving FLS away from use of crown exemption for firearms authorisations.







Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q2 Progress (1 <sup>st</sup> July -30 <sup>th</sup> September)
	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		Close working with Alliance of Scotland Rainforests is ongoing: we are using FLS's rhododendron priority maps to identify hubs for joint activity. FLS are supporting three separate Nature Restoration Fund bids that if successful would deliver an increase in the number and area of landscape projects.
	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		Additional long term contract options identified but significant operational and resource challenges continue to raise compliance concerns.
	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		Due to continued infection, competing priorities, particularly in the RRZ the "Corporate Plan Action" is unlikely to be delivered without change in approach. National team leading on providing a solution during October.
	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. The post Functions Review location/management of this team has not yet been finalised. Nevertheless, the strategy will at minimum be supported through ongoing Community Asset Transfer Scheme (CATS) notification and sales via Acquisitions & Disposals.
	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	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.



Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q2 Progress (1 <sup>st</sup> July -30 <sup>th</sup> September)
		Borderlands, Glentress and Nevis Masterplan.				Progress has been challenging due to factors such as cost inflation and trying to align different interests however these are moving forward. .
	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		Supporting Visitor Services in the tender of the catering concession opportunity(ies) for five visitor centres. This work is led by Visitor Services Team in the Land Management Directorate.
	Removing barriers to and actively encouraging broader participation with visits to the national forests and land by people who are care experienced, of low socioeconomic status and/or from protected characteristic groups.	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		Draft guidance issued to Regions for review in October, with final version due in early November 2022.
	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		Visitor User Survey has been completed for 7stanes Borderlands project which is being used to shape business case which is seeking to broaden the inclusion of the visitor offer.
	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		Working group set up (chaired by Matt Ritchie, Archaeologist) to develop learning plan.
	Facilitating renewable energy opportunities in order to encourage community benefits/wealth building.	Working with developer 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


Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q2 Progress (1 <sup>st</sup> July -30 <sup>th</sup> September)
						community involvement 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		This is still a developing area of work. We continue to work with communities where we are actively approached. Work is taking place with a number of communities and Housing Associations to explore opportunities to make land available for affordable homes.
	Working with partners such as Transport Scotland, Loch Lomond & Trossachs National Park and Cairngorms National Park to support the development of improved and expanded active travel infrastructure and services.	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		FLS is a key partner in operational group and have completed RAG rating through season. FLS was successful in two Rural Tourism Infrastructure bids in stage 1 and is proceeding with Glen Ogle/Orchy in stage 2.
	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		People Survey is currently live (22 September until 31 October 2022). On track to receive results by 1 December.
	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 taken to postpone work on action plan while HR team resource was limited, however commitment has been made to establish an online 'employee voice hub' where staff engagement activities, feedback and actions will be captured and reported on. This will be created in collaboration with Internal Communications.
	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		Training completed in North and being rolled out across People Team and Regions. Delivery by Q3 dependent upon availability across agency.






Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q2 Progress (1 <sup>st</sup> July -30 <sup>th</sup> September)
	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		This key work area has been re-forecast to end in Q4. Planned activities clashed with business and financial planning process and timescales.
	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 are recorded in 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 within HR. 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 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 - by end of Q4	Corporate Services		A review of progress on the implementation of the Corporate Parenting plan was shared with the FLS Management Board in September and published on the FLS website. Work continues in the implementation of the Corporate Parenting Plan, including regular engagement with Who Cares Scotland and SG colleagues. Work has also commenced on the development of the new Corporate Parenting Plan due to be published in April.
	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		Five Civil Engineering apprentices have been recruited and are now in place in the Land Management Directorate.
	Strengthening the professionalism of our staff through increasing	Continue to offer targeted professional training and support staff through e.g.	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

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	their membership of accredited institutions and providing new opportunities for continued professional development.	Royal Institute of Chartered Surveyors (RICS) accredited courses/seminars.				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		Membership of professional bodies encouraged but due to staffing shortages it often the case that staff do not have the capacity currently. As staffing situation improves there should be more capacity in future.
	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		Significant levels of support provided at local levels and nationally. This includes support for UKWAS inspections and the new harvesting contracts. Audit on chainsaw work extended but interim report provided to Regions / Delivery teams. Provided input into the development of new StandingSale contracts. Represented FLS in meetings with Confor on environmental standards.
	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		Preparatory seminars and other support delivered successfully.
	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		A Smarter Working design guide is under development and will form part of the framework. A draft version is currently under review.
	Developing and implementing the digital transformation programme to enable	Developing and implementing a Digital Action Plan which underpins the business transformation programme to	By end of Q4	Net Zero Directorate		Initiated monthly review workshop to monitor and track progress. Digital Action Plan developed and being refined along with Strategy redraft.

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	business process improvements.	enable business process improvements and efficiencies.				
	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		During Q2 the Corporate Development team have designed and subsequently introduced a new approach to the implementation of the Strategy Assessment Framework, which helps ensure legislative duties are met.
	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 via the Corporate Performance Reports. The Q1 report was developed and published in Q2. Details for Q2 are published within this report, due to be published in Q3.
	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 improvement and Best Value.	Take opportunities to review and improve corporate strategies, policies and procedures to enable and deliver business efficiencies and/or increase effectiveness.	Ongoing - by end of Q4	Corporate Services		Work is ongoing in this area.
	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		The Gaelic Language Plan was updated to incorporate all of the recommendations made by Bord na Gaidhlig. Approval of the plan by Bord na Gaidhlig is expected in Q3 (November).
	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. The team has continued to work with Digital Services and contractors to ensure that the system will be ready to be rolled out to staff from Q3.
	Promoting the organisation and its activities, both internally	Continue to promote the organisation and its activities both internally and externally.	Ongoing - by end of Q4	Corporate Services		The Comms team shared messages via web and social media to help encourage positive visitor behaviours. The team also produced graphics and messaging

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	and externally, and continuing to communicate the significance and benefits that the national forests and land bring to the people of Scotland.					<p>focusing on water safety, risk of wildfire and enjoying our destinations responsibly. Overall 135,000 impressions were achieved through Facebook and Twitter. The team promoted the shared hashtag RespectProtectEnjoy which is used by all organisations in the Visitor Management Marketing Group. The main topics across our PR activity included engaging with communities on land management, recreation access, steep slope harvesting beside the A82, and tree disease containment.</p> <p>FLS has featured in or been mentioned in 658 media articles (329 press, 308 online media, 21 broadcast) creating just over 250 million “opportunities to see” news of FLS activity. The greatest amount of media coverage was of our conservation work (with partners) for wildcats, beavers and capercaillie. A total of eight broadcast items (all BBC Scotland Channels) each had a potential audience reach of almost 1 million people per broadcast and covered topics such as land ownership, conservation work and storm clear-up work.</p> <p>In this period we introduced refreshed staff communication methods to help colleagues better manage the amount of information they receive. Comms also took the opportunity to start using a new platform that works better on mobiles and has accessibility options built in.</p> <p>Engagement with the new channels has been positive – the Fortnightly Briefing, which is our new main channel for ‘must-know’ information has an average open rate of 72%.</p>
	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.

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	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		The Corporate Development Team continued to provide support to colleagues across the organisation to develop effective responses. Some of the targets have been missed however due to capacity issues across the organisation.
	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		All of the Directorate and Regional Business Plans were published on Saltire in Q2. The new process for Business and Financial Planning commenced in Q1. The Finance and Corporate Development Teams developed templates and guidance to support the development of the plans in Q2. The completed templates were reviewed by the teams prior to submission to the Management Board in September.
	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 FLSland.	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 in collaboration with Net Zero colleagues. New hydro acquisition could provide opportunity.