

Appendix 2



Forestry and
Land Scotland

Coilltearachd agus
Fearann Alba

Corporate Outcome	Key Performance Indicators	Target	RAG	Trend
	Volume of timber brought to the market	c. 3 m ³ obs	Green	↔
	Area of land awaiting restocking	Reduce from 20/21 figure	Yellow	↓
	Area of woodland creation	650 ha	Yellow	↔
	Area of high conservation value forests and land	Maintain 20/21 area	Yellow	↔
	Area of peatland with initial restoration action (ha)	900 ha	Yellow	↔
	% of Notified Features on Designated sites in favourable (or unfavourable recovering) Condition	94%	Green	↔
	Maintain UKWAS Certification	Maintain	Green	↔
	Number of community groups engaged in recognised partnerships and agreements	90	Green	↔
	Percentage of women in senior roles (SCS–PB2)	40%	Green	↑
	Ratio of near miss reporting to total accidents and incidents reported	20%	Green	↑
	Staff Engagement: Percentage of employees who would recommend FLS as a great place to work	70%	Red	↓
	Average number of working days lost per FTE	9 days	Green	↓
	% of requests for information (FOI) processed on time (within 20 working days of receipt of the request)	95%	Red	↓
	% of Ministerial and Corporate Correspondence System (MACCS) queries responded to within agreed timescales	95%	Red	↓
	the 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
	the 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	↔

Risk

The top risks identified in the Risk Register in Q2 are as follows:

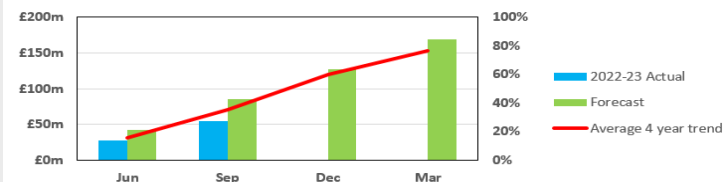
- Health and Safety:** This remains a particularly serious concern for FLS due to the incidence rate within forestry. The main risk remains as occupational disease, serious accident or loss of life relating to an employee, contractor or member of the public.
- Financial sustainability:** Work is ongoing to adopt new ways of working to deliver against our Business Sustainability actions, including setting the budget for FY 23/24 and understanding potential impacts on income and expenditure across future years.
- Regulatory Compliance:** Work continues to raise awareness of and ensure regulatory compliance across the organisation through embedding the Assurance Framework.
- Staff Recruitment and Retention:** The organisation is experiencing a period of significant turnover of staffing some key functions and delivery areas. This has been further impacted by sector and civil service wide recruitment challenges, which includes higher salaries in the private sector and lack of skilled/experienced workers for specialist roles/grades.
- Cyber Security:** Ongoing and escalating risk from organised and cyber related crime are a significant threat to the organisation and wider Scottish Government.

Corporate Performance

Dashboard 2022/23 Q2

Finance

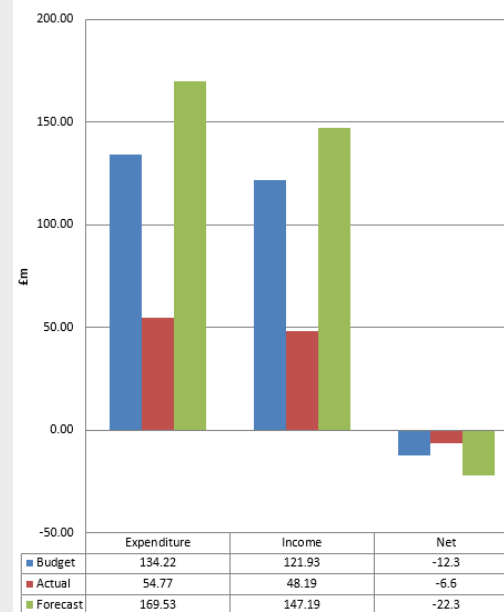
Expenditure - Actual to Forecast Ratio



Income - Actual to Forecast Ratio



Total Income & Expenditure Q2 2022/23



Supporting Comments:
We are forecasting a net overspend of total managed expenditure in 22-23 as at Q2 of £24.3m of which £18.3m is funded through the ASL. (£8.8m deficit was budgeted). A reduction in timber income (10.9m) for 22-23 is anticipated due to low despatch levels. The War in Ukraine, COVID-19 and the impact of BREXIT have resulted in inflationary pressures which are now impacting our expenditure forecast. The Strategic Acquisitions Fund is forecasting a deficit of £20.2m in the Q2 forecast. This is offset by the £17.9m of Scottish Government funding. Careful cash flow management over the next few years is essential in ensuring SAF projects are affordable.

Q2 Issues and Achievements

- Scottish Government 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.
- Recent UKWAS audit went well, pending peer review, no Major CARs and certification was maintained.
- Community Asset Transfer Scheme (CATS) disposals at Lower Ardochy and Ardlarch Quarry in Tain have been completed.
- 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.
- 100% of stage 2 complaints were responded to on time, which is well above the FLS and Scottish Government performance targets.
- 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.
- 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.
- 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.
- The Smarter Working Strategy was endorsed by the Management Board in September
- Compliance with Statutory Plant Health Notice's (SPHNs) is behind in some areas due to sheer volume of work required to be executed.
- Staffing and the number of vacancies remain key constraints and issues in terms of performance and delivery of key outcomes.
- The Chainsaw Operator Wellbeing Framework pilot completed promoting mental and physical wellbeing with very positive feedback from all involved.
- The Corporate Parenting Progress Report was successfully developed and approved for publication by the Management Board.
- The Repowering Strategy for Wind Farm developments received ministerial sign-off.
- Agreement for continuation of service provision to Scottish Forestry reached with refreshed Service Level Agreement.
- The area of land awaiting restocking has not been reduced as planned due to procurement/contractual issues.

Key to symbols

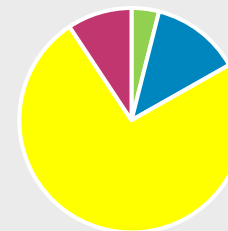
- Supporting a Sustainable Economy
- Looking after Scotland's National Forests and Land
- Scotland's National Forests and Land for Visitors and Communities
- A Supportive, Safe and Inclusive Organisation
- A High Performing Organisation

More detailed information can be found in the accompanying Q2 Corporate Performance Report.

Our People

1037 FTE FLS Employees/ Headcount 1080 (at end of September 2022)

Commercial Development	41.05
Corporate Services	133.3
Land Management & Regions	15.42
Net Zero	96.73
Total	1037.14



Comments: Overall Headcount Figure at end of Q1 was 1052, so there has been a slight increase (28) and this is expected to go up again in Q3 as we on-board the new foresters, craftsperson's and work site supervisors from the recent campaign.

Accidents & Incidents

Type	20/21 Total	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4	22/23 Total
Employee accidents (Non-RIDDOR)	28	10	10			
Employee accidents (RIDDOR)	5	0	1			
Contractor accidents (Non-RIDDOR)	193	0	2			
Contractor accidents (RIDDOR)	10	0	1			
Agency accidents (Non-RIDDOR)	0	0	0			
Agency accidents (RIDDOR)	0	0	0			
Number of incidents (non-RIDDOR)	450	218	200			
Number of incidents (RIDDOR)	4	1	2			
Member of public accidents (non-RIDDOR)	26	3	5			
Member of public accidents (RIDDOR)	0	0	0			

Accident & Incident Learnings:

- The most common cause of injury to employees was slips, trips and falls (3 of 11, 27%), all outside.
- There was a significant incident involving a contractor, whereby a dumper truck rolled off the road, overturned and rolled down a hill, causing injury to the operator. Investigation is ongoing.
- A number of incidents were due to visitors to the forest causing fires (12) and vandalism/ theft (19).
- The main activity resulting in injuries to members of the public was mountain biking (3 of 5, 60%).
- There were two reportable tick-related incidents reported in this quarter, which resulted in Lyme disease symptoms.