



Forestry and  
Land Scotland  
Coilltearachd agus  
Fearann Alba

# Corporate Performance Report - Summary

2022/23 Quarter 3






October – December 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
<b>Red</b>	Target will not be met.
<b>Amber</b>	Target is unlikely to be met without intervention.
<b>Green</b>	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		↓	<p>We have presented 73.6% of the sale programme target to date however a shortfall is anticipated due to the expiry (50 km3 obs) and deferment (150 km3 obs) of roadside Long Term Contracts during the 22/23 marketing year.</p> <p>We exceeded our open market target by 2.5% but it should be noted that a percentage of the sale volume remained unsold as prices continued to fall. Local negotiated sale targets have been achieved as constraints have been eased to facilitate increased sale opportunity from windblow and to help increase income potential. Checks are to be carried out on sale volume vs despatch out turn as this indicates volume shortfalls.</p>
	Area of land Awaiting Restocking.	Reduce from 30,710 ha		↔	Monitoring is underway due to a marginal increase in the area of land awaiting restocking in Q3.
	Area of Woodland Creation.	650 ha		↔	We are currently forecasting 500ha of woodland creation by the end of the financial year however an investigation is underway to understand if this target can be balanced by natural regeneration that may be approved prior to the end of Q4.
	Area of High Conservation Value Forests and Land.	Maintain 21/22 Area		↓	We are currently monitoring this figure due to a reduction of circa 7000 ha.
	Cumulative total area of peatland with initial restoration action (ha).	900 ha		↑	n/a
	Percentage of Notified Features on Designated sites in favourable (or unfavourable recovering) Condition.	94%		↔	Due to system errors it is not possible to provide an exact percentage for Q3.

Corporate Outcome	Performance indicator	Target	RAG	Trend	Reasons for Red or Amber Rating and/or related improvement actions
	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%	Red	↑	
	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	↓	There is a downward trend from the previous survey (-three percentage points). The survey runs annually so the result will not change again until 2023 survey in September/October.
	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	↔	89% of FOIs were processed on time over the quarter. The target wasn't met due to a number of issues including the holiday period with key staff on leave and the team unable to access information that had been archived. There was also a delay in clearance of one FOI before release meaning the target timescale wasn't met.
	Percentage of Ministerial and Corporate Correspondence System (MiCase) queries responded to within agreed timescales.	95%	Red	↔	Two cases were delayed by one day. One case was sent to a member of staff via MiCase but not actioned.
	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. The system is now live and in operation and we will be able to report on this in 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

- **Woodland creation:** As stated above, we are currently forecasting 500ha of woodland creation by the end of the financial year however an investigation is underway to understand if this target can be balanced by natural regeneration that may be approved prior to the end of Q4.
- **Timber action:** We will embark on a series of Regional Visits and deliver refresher training in March 2023 to help achieve volume targets in 2023/2024. We are also looking at trialling different standing sales contracts.
- **Staff engagement:** The Management Board have considered the results from the annual People Survey and will agree top priority areas for action at national level, which will be communicated to all staff. The HR Business Partners and the Equality, Diversity & Inclusivity Manager are supporting managers in examining the results for their areas and developing local level action plans. Progress will continue to be monitored throughout the year.
- **Young People:** We are about to start the recruitment process for Apprenticeships and Student placements and we are working with the Work Based Learning Team on these with a view to start dates in August.
- **Complaints:** A new Complaints System has been developed and rolled out to staff, meaning that we will be able to accurately record and report on complaints from Q4.
- **FOIs:** The Corporate Development Team are reviewing the process for colleagues to respond to FOIs and are developing guidance to help avoid future issues. However, the number of FOIs we receive and/or their complexity is increasing.

## 2. Performance Evaluation







Directorate/Region	Key Achievements	Opportunities for Improvement
Commercial Development Directorate	<ul style="list-style-type: none"> <li>We are competing on the acquisition of Glenprosen Estate (3,452ha) which presents a significant opportunity for landscape scale habitat restoration including peatland restoration and woodland creation as well as coordinated deer management with neighbouring land.</li> <li>Achieved a significantly enhanced commercial return on a renewables agreement through proactive challenge and negotiation.</li> </ul>	<ul style="list-style-type: none"> <li>n/a for Q3.</li> </ul>
Corporate Services Directorate	<ul style="list-style-type: none"> <li>The successful launch of Able Futures, an early preventative workplace Mental Health Support service to both FLS and SF.</li> <li>The Complaints System has now been rolled out across the organisation and training sessions delivered to staff responsible for recording complaints. Positive feedback has been received from colleagues on the simplicity and useability of the system, and also on the delivery of the training..</li> <li>100% of stage two complaints were responded to on time, which is well above the FLS and Scottish Government performance targets.</li> <li>The Gaelic Language Plan was approved by the Bord na Gàidhlig. Three new non-executives successfully onboarded and tailored induction programmes instigated, for ongoing delivery in 2023 .</li> </ul>	<ul style="list-style-type: none"> <li>There were significant changes made to the service requirements and delivery model for Learning and Development (L&amp;D) in Q3. A strategic review of the L&amp;D service in consultation/partnership with the Regions needs to be implemented.</li> <li>There is 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 'Key' HR Policies.</li> <li>Further refinement of the Corporate Services business partnering model with the Directorates/Regions is required to ensure that it does enable and add value.</li> <li>Further work is required to assist the transition of the external audit function and delivery of the Annual Accounts.</li> </ul>
Land Management and Regions Directorate	<ul style="list-style-type: none"> <li>n/a for Q3.</li> </ul>	<ul style="list-style-type: none"> <li>There is a renewed focus and prioritisation on programme delivery to achieve targets and improvements to the key enablers. This includes the upskilling of existing and new staff and the independent procurement review. The results of this work will not have impact until 2023/24 onwards.</li> </ul>






Directorate/Region	Key Achievements	Opportunities for Improvement
NetZero Directorate	<ul style="list-style-type: none"> <li>• The Climate Change Report has been successfully produced.</li> <li>• The Smarter Working delivery Framework and Design Guide has been completed and endorsed by the Management Board.</li> <li>• The Audit &amp; Risk Committee deep dive into FLS Cyber-Security in December 2022 was recognised, without complacency, a strong defence posture.</li> <li>• The ISO: 27001 (digital Services) surveillance audit was completed in November with no non-conformities to address.</li> <li>• Public Cloud (datacentre) configuration and testing was completed ahead of schedule and ready for application and data migration.</li> </ul>	<ul style="list-style-type: none"> <li>• The requirement to vacate National Office Edinburgh, and to identify and move to a new premises by August 2023 has impacted a number of planned activities for Net Zero functions in 2022-23.</li> <li>• Recruitment issues for the Directorate are critical and are impacting service levels. The issue is due to competitive market for trained mechanics.</li> <li>• Delivery times for vehicles impacting replacement cycle and provision of vehicles for new roles.</li> <li>• Our fleet management software provider has gone into liquidation rendering our current software package, whilst still operational, at major risk. Risks include: major inability to resolve issues, impact to cyber-accreditation standards and inability to effectively manage our fleet. A team is actively exploring options to identify and implement a new system.</li> </ul>
Central Region	<ul style="list-style-type: none"> <li>• n/a for Q3.</li> </ul>	<ul style="list-style-type: none"> <li>• Do to resourcing constraints certain areas of work such as Land Agency function are paired back to deal with the highest priority work only.</li> <li>• A review of Land Agency Function across FLS is in progress.</li> </ul>
East Region	<ul style="list-style-type: none"> <li>• Closed our vacancy gap significantly to having 93% of vacancies filled within the region.</li> <li>• Continued the implementation of a new induction and onboarding programme for new starts.</li> <li>• Successfully launched a new approach to Christmas Tree Sales and marketing.</li> <li>• Completed the acquisition of a large estate providing opportunity for new planting.</li> <li>• The region received an UKWAS audit with a successful result.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to work on contingency plans for contract failures which have led to reductions in programmes.</li> <li>• Increased activity in relation to the upskilling and development of new staff.</li> <li>• Continue to work to resolve issues in relation to planning and programming.</li> </ul>
North Region	<ul style="list-style-type: none"> <li>• UKWAS Audit was successful and auditors praised the level of commitment and professionalism of staff within the Region.</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing remains a concern within the Regional Management Team.</li> </ul>








Directorate/Region	Key Achievements	Opportunities for Improvement
	<ul style="list-style-type: none"> <li>The A82 Project felling operations featured on BBC Landward. The piece was extremely well received and did much to raise the profile of the A82 Project.</li> <li>The regional newsletter has been resurrected this quarter.</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity is also challenging and there are gaps and absence within the team. This created pressure within the team. However, ongoing and recent recruitment should help alleviate this.</li> </ul>
South Region	<ul style="list-style-type: none"> <li>n/a for Q3.</li> </ul>	<ul style="list-style-type: none"> <li>Regional staffing remains the single biggest limitation on our overall performance and achievement of objectives. We have long standing issues and deteriorating capacity, particularly at pay band four level and above which is starting to have very real impacts on key programmes and commitments.</li> </ul>
West Region	<ul style="list-style-type: none"> <li>We successfully received funding for the design and implementation of larger scale visitor services projects (Glen Orchy, Glen Lochy and North Face) from the Rural Tourism Infrastructure Fund.</li> <li>The work of our Seasonal Rangers and Forest Craftspeople was complimented by visitors for the friendly welcome they received.</li> <li>There is continued progress of understanding and implementation of initiatives to support the Regional Workforce Plan (National and Regional).</li> </ul>	<ul style="list-style-type: none"> <li>There is a continued focus and re-distribution of team members roles and responsibilities to support key programmes and target priorities.</li> <li>There is continued progress and contribution to recruitment process to support the 19.5 vacancies the Region currently has.</li> <li>Planning, programming ( three year settled programmes) and delivery alignment.</li> </ul>















### 3. FLS Business Plan – Q3 Review of Progress







Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q3 Progress (1 <sup>st</sup> October -31 <sup>st</sup> December)
	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	Yellow	The Forest Research Guidance has to be reviewed as this has reduced opportunities for brash recovery.
	Investing in the long term sustainable productivity and resilience of the national forests and land, in the face of a changing climate.	Finalise the Firewood Strategy in order to outsource domestic firewood sales, encouraging local and community business ventures into the sector.	By end of Q4	Land Management and Regions Directorate	Green	Roll out of the firewood strategy was delayed in December. It is expected that the new firewood contract for East Region will be still be marketed before the end of Q4 with the other regions to follow afterwards.
	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	Red	Marketed volume of timber is expected to be 89% of the forecast however despatched volume forecast is expected to be 72% of the forecast.
	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	Yellow	Gateway three review for the investment decision is due in June 2023. Overall project delivery is still on track to be completed December 2024.
	Supporting Scottish tourism and the visitor economy through the provision of visitor attractions and quality recreation sites.	Continue to develop visitor experience plans and strategies for key destinations to deliver a good quality visitor experience for everyone.	Ongoing - by end of Q4	Land Management and Regions Directorate	Green	A brief has been developed for Glen Prosen and further visitor experience work has also been developed for Cowal in the south of Scotland.
	Delivering an increased contribution towards the Scottish Government's renewable energy targets.	Facilitate the progression of pipeline sites where these are brought forward by developers.	Ongoing - by end of Q4	Commercial Development Directorate	Green	Progress is being made on legacy sites that developers are moving forward on.






Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q3 Progress (1 <sup>st</sup> October -31 <sup>st</sup> December)
	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 is ongoing although verification is slowing as we get increasing numbers of queries from adjacent landowners
	Enabling organised events and opportunities that support the national and/or local economy and deliver a positive financial return to reinvest in the national forests and land.	Continue to facilitate and promote organised events such as the UCI Cycling World Championships 2023, motorsports, the Enchanted Forest, ensuring agreements for these events deliver best value.	Ongoing - by end of Q4	Land Management and Regions Directorate		Work continues in partnership with the associated organisations for the world championships, most notably a recent agreement with motorsports.
	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		Progress is being made towards remaining EO2020 sites entering into Option.
	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		Several sites are making progress to Lease, notably Pencloe and North Kyle. Further sites making progress including the Arecleoch 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		26,000 deer have been culled to the end of this period. Work will continue pro-rata to meet this year's target. Ongoing work includes working with partners to grow the market including supporting the Scottish Venison Association.








Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q3 Progress (1 <sup>st</sup> October -31 <sup>st</sup> December)
	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		Work is ongoing to review, appraise & release sites onto the open market.
	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		There has been very positive internal engagement with Planning Manager colleagues to develop 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".
	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		We are currently forecasting 500ha of woodland creation by the end of the financial year however an investigation is underway to understand if this target can be balanced by natural regeneration that may be approved prior to the end of Q4.
	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		Glenprosen acquisition has been completed.
	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		Plant dispatch to regions is showing slower than ideal delivery and work is ongoing to build capacity.
	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 are 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		We are on track to deliver 900 hectares, with 582 hectares of rewetting completed at the end of this quarter. The target for forecasted rewetting in year is

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		restoration action on approx 900 ha of peatland.				continuously monitored and updated based on monthly achievement of rewetting ha.
	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		This work is ongoing.
	Managing the national forests and land to further the conservation and enhancement of biodiversity.	Publish a pilot indicator of the value of the national forests and land for biodiversity.	By end of Q3	Land Management and Regions Directorate		Delayed but in progress – Forest Research are running workshops with FLS planning staff to support regional roll-out.
	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		This work is ongoing.
	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		This work is ongoing.
	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		This work is ongoing.
	Implementing the asset management approach to the historic environment within Scotland’s forests and land.	Finalise guidance for undertaking Historic Asset Risk Assessments.	By end of Q2	Land Management and Regions Directorate		The guidance has been finalised however implementation has been paused while the implications of our management approach of curated decay has been discussed in relation to standing masonry ruins.







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	Increasing ancient woodland restoration.	Support Regions with strategic approaches, funding opportunities and technical support.	Ongoing - by end of Q4	Land Management and Regions Directorate		This work is ongoing.
	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		Completed - training undertaken.
	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		This work 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		Discussions are ongoing with Police Scotland and staff regarding the removal of operating our firearms under Section 54 ( crown exemption) of the 1968 Firearms Act.
	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		This work is ongoing.
	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		This work is ongoing.







Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q3 Progress (1 <sup>st</sup> October -31 <sup>st</sup> December)
	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		A spatial monitoring programme has been created, with results suggesting a change of approach is required. Engagement with the regulator is expected to relieve organisational pressure.
	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 and an external consultation has been completed. Amendments to the strategy are currently being made.
	Implementing the Visitor Services Strategy.	Develop and implement a Visitor Services Action Plan including reviewing charging arrangements for Commercial Agreements; rationalisation of visitor services offer and facilities.	By end of Q2	Commercial Development Directorate		Work is being progressed/completed on the preparation of standard agreements and permissions (including motorsport, filming etc) to bring consistent commercial terms and conditions.
	Developing a strategic approach to wider participation in the management of the national forests and land.	Working with Land Management, engage with our partners in relation to strategic projects such as the Borderlands, Glentress and Nevis Masterplan.	Ongoing - by end of Q4	Commercial Development Directorate		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 Transfers notification and sales via Acquisition & Disposals.
	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		We are supporting the organisation in the tender of the catering concession opportunity(ies) for five visitor centres.
	Removing barriers to and actively encouraging broader participation with visits to the national forests and land by people who are care	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		Completed. Guidance issued during the quarter.





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	experienced, of low socioeconomic status and/or from protected characteristic groups.					
	Maintaining safe walking and biking trails and improving entry level experiences for everyone to enjoy and gain health benefits.	Work with the Regions to build entry level and accessible experiences as a core part of major developments and upgrades such as the 7stanes borderland mountain bike project.	By end of Q3	Land Management and Regions Directorate		The entry level principle has been built into the 7stanes outline Business Case that was submitted to Scottish Government in January.
	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		A draft learning plan has been produced and is in review.
	Facilitating renewable energy opportunities in order to encourage community benefits/wealth building.	Working with developers on new renewable projects to ensure delivery of community benefit and investment opportunities.	Ongoing - by end of Q4	Commercial Development Directorate		Community benefit and community investment opportunities remain a central requirement in all contract negotiations. In addition, we ensure representation when CB (Community Benefit) and CI (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. We are also working with a number of communities and Housing Association 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	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		We are an active member of the Operational group and have provided lessons learned to the group.





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	development of improved and expanded active travel infrastructure and services.					
	Reviewing and updating our People Strategy.	Develop the new People Strategy.	By end of Q4	Corporate Services Directorate		A Project team has been formed and work is underway to review existing strategy. Land Management Leadership team have been consulted and the consultation process with Trade Unions agreed. Progress has been delayed due to loss of senior staff in Q3.
	Reviewing and updating our People Strategy.	Develop and deliver the Staff Survey.	By end of Q3	Corporate Services Directorate		The People Survey was successfully delivered in 2022. Preparations for the 2023 survey will begin in spring 2023.
	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		Action plans are being developed to take forward the priorities identified through the People Survey results, at both corporate and local levels.
	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 has been provided to 30% of staff. Delivery was stalled by the lack of availability of trainer and of staff. A programme of training is currently being agreed from April 2023-September 2023 to complete delivery to all staff.
	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		Re-forecast to end of Q4. The timing of the work has been deferred due to competing priorities.
	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		Recruitment training is being developed which will include positive action for attraction for all hiring managers. This is part of the recruitment process and improvement work the new recruitment team have undertaken.



Related Outcome	Corporate Plan Action	Key Work Area (KWA)	Timescales	Responsibility	RAG	Q3 Progress (1 <sup>st</sup> October -31 <sup>st</sup> December)
	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		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. A working group has been established and will meet in January.
	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		This work is ongoing.
	Strengthening the professionalism of our staff through increasing their membership of accredited institutions and providing new opportunities for continued professional development.	Continue to offer targeted professional training and support staff through e.g. Royal Institute of Chartered Surveyors (RICS) accredited courses/seminars.	Ongoing - by end of Q4	Commercial Development Directorate		Training sessions are continuing.
	As above.	Promote membership of accredited institutions.	Ongoing - by end of Q4	All Directorates		This work is ongoing.
	Continuing to treat risks to our mental health and wellbeing with the same priority as physical risks.	Undertake regular reviews of work programmes and priorities, supported by regular bilateral and team check-ins.	Ongoing - by end of Q4	All Directorates		This work is ongoing.
	Providing ongoing support on Health, Safety and Wellbeing across FLS including reactive	Provide an effective and high quality Health, Safety and Wellbeing (HS&W) support service through a team of regional and national HS&W	Ongoing - by end of Q4	Corporate Services Directorate		Significant levels of support continue to be provided to Regions. This includes proactive support to ensure operational safety, accident investigation, contribution to management meetings etc. across the

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	support, site visits, meetings and webinars.	advisors, taking into account the Forest Industry Safety Accord.				range of HS&W issues. Feedback from across FLS remains very positive.
	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		There has been confirmation of the Internal audit programme as well as an anticipated UKWAS (the UK Woodland Assurance Standard) surveillance audit for Q4.
	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		The Smarter Working Design Guide is complete and has been shared with the Management Board and others involved in major work space projects. This will be made available on the Smarter Working Saltire page when the wider roll-out is resumed.
	Developing and implementing the digital transformation programme to enable business process improvements.	Developing and implementing a Digital Action Plan which underpins the business transformation programme to enable business process improvements and efficiencies.	By end of Q4	Net Zero Directorate		A monthly review workshop has been initiated to monitor and track progress. The Digital Action Plan is being developed and refined to deliver the Digital Strategy.
	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		All developments in relation to changes in legislation impacting on FLS have been shared across the organisation as appropriate.
	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 Q2 report was developed and published in Q3. Details for Q3 are published within this report, due to be published in Q4.
	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 2023/2024.

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	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		Streamlining the HR Policy Review Process and introducing a HR Policy Approval Committee - improving efficiency by generating early consensus on priorities and principles and reducing the time commitment of the Management Board.
	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		Bòrd na Gàidhlig approved the FLS Gaelic Language Plan in November. Translation also took place in November in preparation for publication. The plan will be published no later than 1 <sup>st</sup> November in line with timelines instructed by Bòrd na Gàidhlig. Responsibility for implementation of the plan has now transferred to Land Management.
	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		The Complaints System went live in Q3. Training and support sessions were delivered across the organisation.
	Promoting the organisation and its activities, both internally and externally, and continuing to communicate the significance and benefits that the national forests and land bring to the people of Scotland.	Continue to promote the organisation and its activities both internally and externally.	Ongoing - by end of Q4	Corporate Services		In Q3 we issued 42 internal updates through five Fortnightly Briefings. An average of 71% of FLS colleagues viewed the briefings. Our PR and Media work continues to reach millions of people externally. Our PR generated 209 articles creating 129 million opportunities to see. This was across 138 online, 33 in key regional press, 18 in magazines, 10 in national media and 10 for broadcast. Particular highlights have been our work with national broadcasters and regional press to provide anniversary updates on the impact on FLS of Storm Arwen aftermath, and working with BBC Scotland's Landward team to create a segment on adaptation work at our A82 Steep Ground site. Within our Digital estate, our website continues to drive engagement, reaching 165,273 users and achieving 844, 144 page views during this period. Our most viewed web pages were our home page (71,456 views) and our jobs page (27,168 views).

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	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		Secretariat support was provided to all governance channels as required. Work continues to support the Management Board, Strategic Board and Audit & Risk Committee as appropriate.
	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.
	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		Work in this area continues with support in developing the narrative documents for the Five year plans. Work also commenced on the FLS Business Plan for 2023/24.
	Taking the corporate actions set out in our Climate Change Plan, including those to reduce emissions, and to move along the maturity scale of the Public Sector Capability Framework for Adaptation.	Consider options to secure long-term renewable energy contracts to supply FLS through a development(s) on FLS land.	Ongoing - by end of Q4	Commercial Development Directorate and Net-Zero Directorate		We will explore the possibility of securing a renewable energy supply via one of our future developments when the opportunity arises in collaboration with Net Zero colleagues.