



Forestry and  
Land Scotland  
Coilltearachd agus  
Fearann Alba

# Forestry and Land Scotland Business Plan

April 2023-March 2024



Scottish Government  
Riaghaltas na h-Alba



## Introduction



**This Business Plan sets out the main actions we will take over the period 1 April 2023 - 31 March 2024 to deliver the commitments and outcomes identified in our Corporate Plan, published in April 2022.**

Over the past year we have continued to deliver against a backdrop of uncertainty, with the war in Ukraine, rising energy costs and inflation leading to the cost of living crisis. Weather events caused by our changing climate continued to impact on our work, with record breaking temperatures across Scotland, droughts and flooding, all whilst we continued the clean up from major storms including Storm Arwen. Although 2022/23 saw the pandemic restrictions significantly reduce, Covid still had an impact on the business with staff absences due to illness or providing care for loved ones. I would like to take this opportunity to thank all of our employees, contractors and volunteers for continuing to deliver whilst facing these significant challenges.

The current financial situation in the UK with increasing inflation, high energy prices and rising interest rates is putting pressure on public sector budgets. FLS and the wider forestry sector is not immune to this pressure and so 2023/24 will be another difficult year. We have however, set an ambitious Business Plan for the year based on the

current financial outlook, with key activities that will help deliver against our five corporate outcomes. Some of the actions we will take include:

- Marketing up to 2.9 million m<sup>3</sup> of timber;
- Creating 500 ha of new woodland;
- Increasing the total area of peatland with initial restoration action by 1,800 hectares;
- Continuing to develop and implement the Net Zero Strategy and Climate Change Plan;
- Supporting major sporting events including the UCI Cycling World Championships in August;
- Exploring ways in which community acquisitions can be more proactively supported;
- Continuing to mainstream equality across our organisation to create an inclusive workplace where staff from all backgrounds feel valued; and
- Supporting the delivery of key Scottish Government strategies including the forthcoming Energy Strategy and Just Transition Plan.

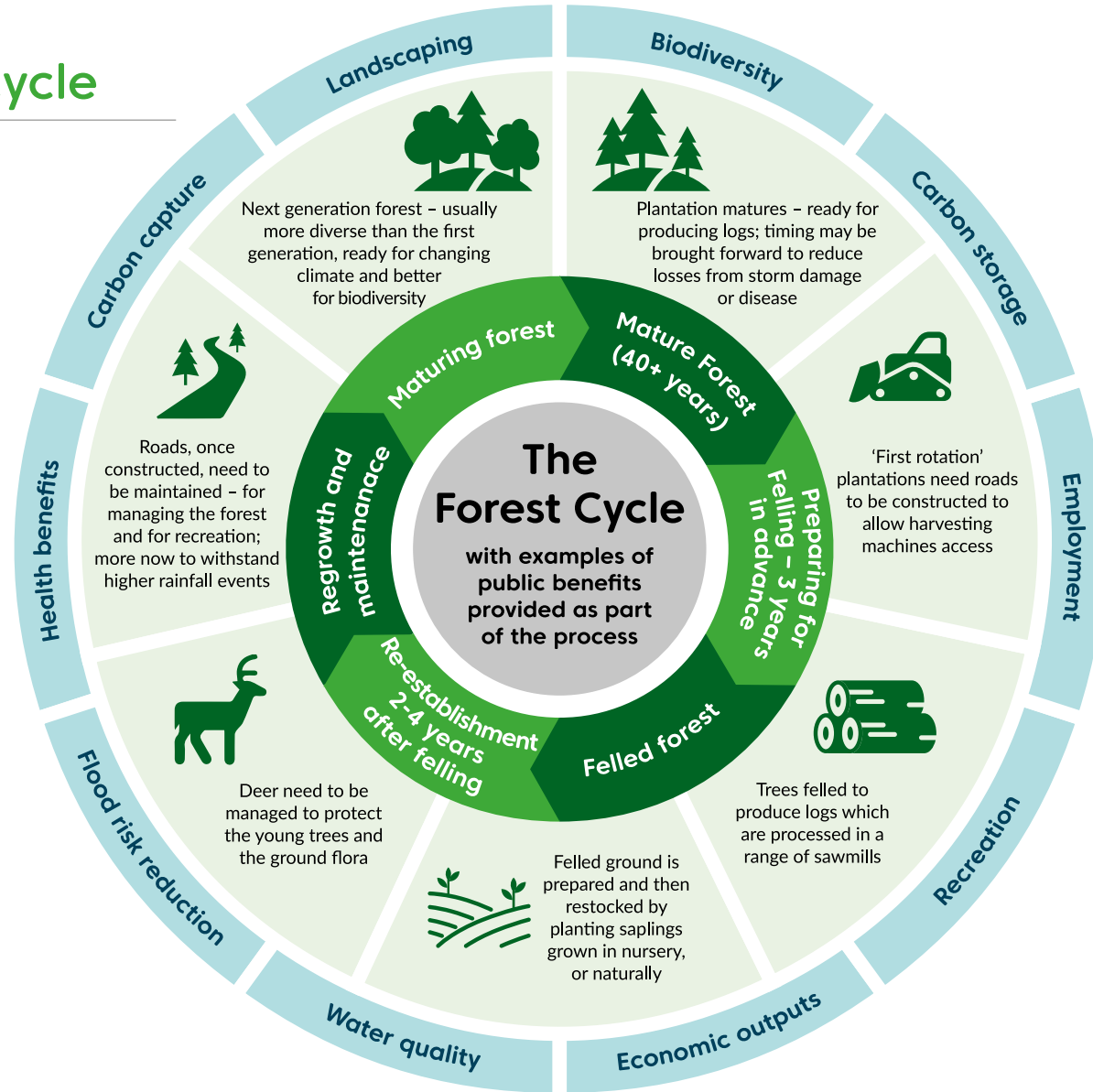
We will strive to deliver all of our commitments set out in this plan, but are mindful of the need to be ready to change our plans in order to respond to local and global concerns.

Working closely with other Scottish Government land management bodies including NatureScot and Crown Estates Scotland we will work to deliver resilience and create landscape benefits.

We will also continue to play our role in responding to ongoing challenges including addressing the Climate Emergency, and move closer to our vision of forests and land that Scotland can be proud of.

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

# The Forest Cycle



## Purpose of the Business Plan

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

Oversight is provided by the Chief Executive and FLS Management Board to ensure effective coordination and delivery of the key work areas and corresponding high level actions set out in each Directorate/Region Business Plan.

The FLS Risk Management Framework highlights the most challenging risks for the organisation and guides financial and operational strategies. Where appropriate, actions to mitigate risks have been included within the action plan section from page 12.

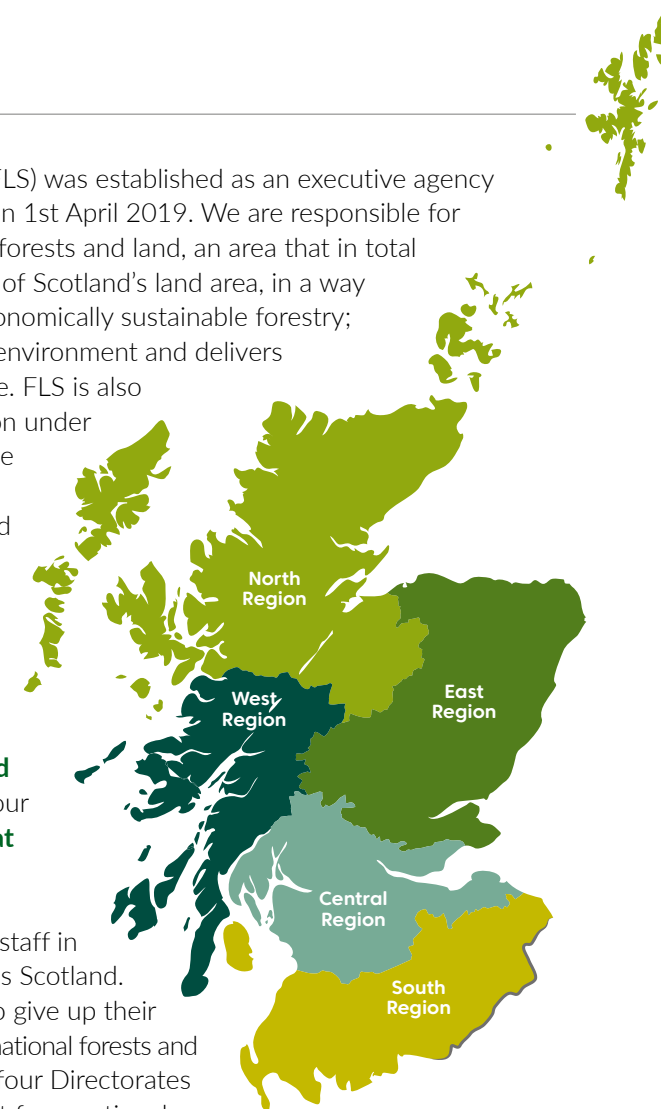
The plan is an active document and will be subject to revision on an annual basis. Reviews will take into account internal and external influences and actions arising from monitoring activity throughout the year. In addition, the plan will be monitored on a quarterly basis through Corporate Performance Reports which are reported to the FLS Management Board and the Strategic Advisory Board which provides an additional perspective and challenge on performance. Information on performance will also be reported in our Annual Report and Accounts.

## Who we are

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

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

FLS employs over 1,000 FTE staff in a variety of occupations across Scotland. There are also volunteers who give up their time to help us to manage the national forests and land. Staff are organised into four Directorates and five Regions, with support from national offices in Edinburgh and Inverness.





## Our Contribution to the National Performance Framework

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As an executive agency of Scottish Government, we will continue to contribute to the delivery of the National Outcomes set out within the National Performance Framework. We will help deliver across all 11 National Outcomes and will make a particular contribution to the following:



### Economy

We have a globally competitive, entrepreneurial, inclusive and sustainable economy

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### Environment

We value, enjoy, protect and enhance our environment

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### Health

We are healthy and active

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### Communities

We live in communities that are inclusive, empowered, resilient and safe

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### Fair Work and Business

We have thriving and innovative businesses, with quality jobs and fair work for everyone

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### Education

We are well educated, skilled and able to contribute to society

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## Our Corporate Plan and Outcomes

The FLS Corporate Plan sets out the direction for the organisation over the period 2022-2025 and defines our contribution to the delivery of the National Outcomes as set out in Scotland's National Performance Framework. This Business Plan sets out the specific actions we will take over the second year of the Corporate Plan and deliver on our Corporate Outcomes.

FLS has five Corporate Outcomes, all of which are aligned to one or more of the National Outcomes:

FLS Corporate Outcome	National Performance Framework National Outcome
 <p><b>FLS supports a sustainable, low-carbon economy by managing the national forests and land in a way that encourages sustainable business growth, development opportunities, jobs, tourism and investments.</b></p>	 <ul style="list-style-type: none"> <li>• We have a globally competitive, entrepreneurial, inclusive and sustainable economy</li> <li>• We value, enjoy, protect and enhance our environment</li> </ul>
 <p><b>Scotland's national forests and land are looked after, playing their part in tackling climate change, and their biodiversity is protected and enhanced.</b></p>	 <ul style="list-style-type: none"> <li>• We value, enjoy, protect and enhance our environment</li> <li>• We are healthy and active</li> </ul>
 <p><b>Everyone can visit and enjoy Scotland's national forests and land to connect with nature, have fun, benefit their health and wellbeing and have the opportunity to engage in our community decision making.</b></p>	 <ul style="list-style-type: none"> <li>• We are healthy and active</li> <li>• We live in communities that are inclusive, empowered, resilient and safe</li> <li>• We are well educated, skilled and able to contribute to society</li> </ul>
 <p><b>Forestry and Land Scotland is a supportive, safe and inclusive organisation that provides exciting careers, professional development and strives to be an employer of choice.</b></p>	 <ul style="list-style-type: none"> <li>• We are well educated, skilled and able to contribute to society</li> <li>• We have thriving and innovative businesses, with quality jobs and fair work for everyone</li> </ul>
 <p><b>Forestry and Land Scotland is recognised as a high performing, efficient and effective, sustainable organisation that continues to transform and adapt.</b></p>	 <ul style="list-style-type: none"> <li>• We have thriving and innovative businesses, with quality jobs and fair work for everyone</li> </ul>

## Our Corporate Outcomes

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



## Contributing to Scottish Government Commitments

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The work of FLS is informed by Scotland's Forestry Strategy 2019-2029 and we continue to play our part in developing and implementing the related Forestry Strategy Implementation plans. We are also in a unique position to help deliver on a number of national policies, strategies and commitments that reach beyond forestry. These include but are not limited to:

- Scottish Biodiversity Strategy to 2045 (and forthcoming Biodiversity Delivery Plan)
- Energy Strategy and Just Transition Plan (draft)
- Strategy for Environment, Natural Resources and Agriculture Research 2022-2027

We will continue to play our part in responding to the priorities set out within the Scottish Government Spending Review, specifically around 'Achieving Net Zero and Tackling the Climate Crisis' and 'Building a Stronger, Fairer and Greener Economy'. We will also help deliver on the annual Programme for Government.

We are positive about working with other Scottish Government agencies and partners on a range of common ambitions. We regularly engage in a range of partnership activity to consider improved performance and service delivery on key issues including:

- Alliance for Scotland's Rainforest
- Deer Strategy Board
- Land Use Transformation Board
- Peatland Programme Board
- Visitor Management Steering Board

## Responding to the Climate Emergency

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Scotland's climate change legislation and National Performance Framework set a target date for net zero emissions of all greenhouse gases by 2045. By managing the national forests and land, FLS has a unique opportunity to act on a large scale to make a real difference. Our aim is to adapt how we manage our land, reduce our emissions and capture more carbon, leading the way for the land-based sector.

We are already major contributors to efforts to capture carbon and reduce emissions in Scotland. We are leading the way in creating new woodlands; balancing timber production and replanting programmes; improving the condition of peatlands and other degraded soils; and working with the wind and hydro sectors to realise the renewable energy potential of the national forests and land. However, there are more opportunities to tackle climate change and in 2023/24 we are taking some big steps to better understand our impacts, risks and reduce our emissions. These actions are set out in the Business Plan Actions section below.



## Ensuring Best Value

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

We have a number of business improvement activities taking place over the next year, including the continued development of a new digital Management Information Platform. This will support a number of our business functions, initially focussing on finance and procurement, and later will also support other areas including sales & marketing, fleet management and plant & seed supply. We are also reviewing our procurement processes to ensure we can continue to meet our legislative requirements whilst delivering best value for the organisation.

We are also working with our Scottish Government colleagues and the Director General Net Zero to contribute to the 'Path to Balance' initiative to ensure public services remain fiscally sustainable and that our collective resources lead to improved outcomes for the people of Scotland.

## Financial Resources

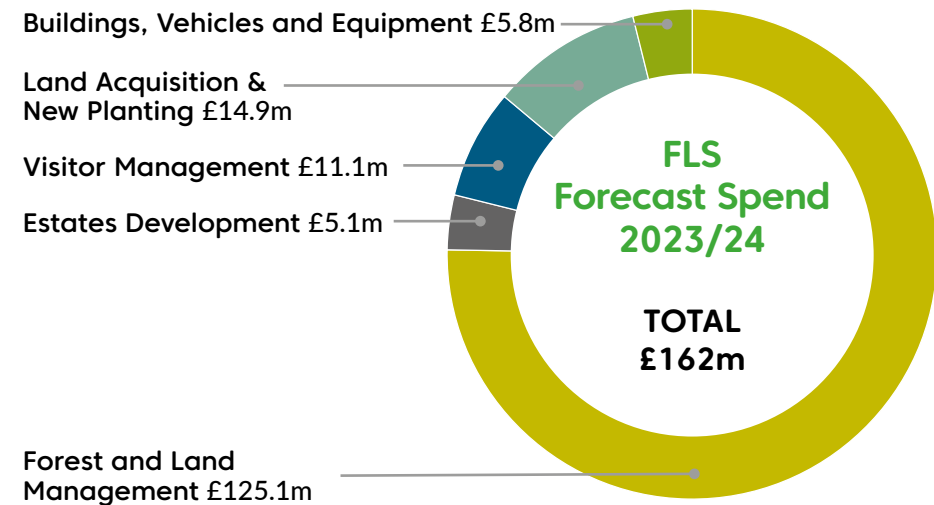
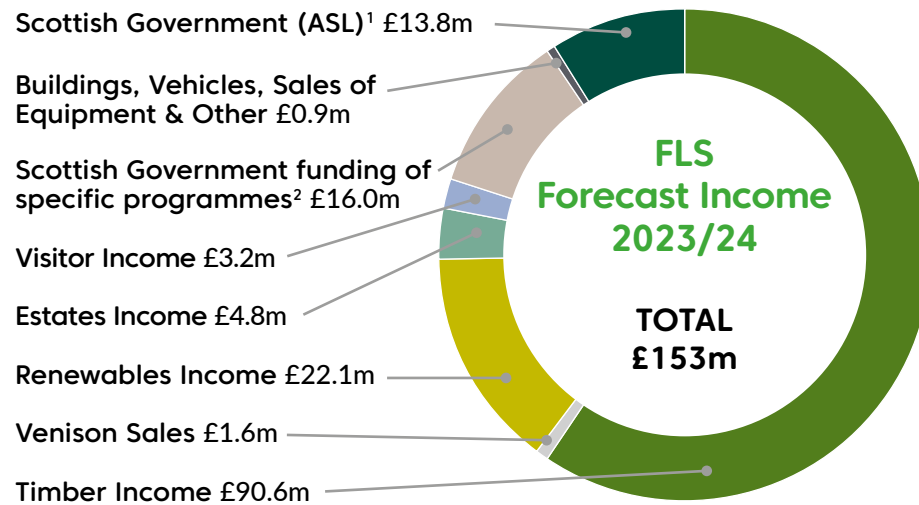
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FLS is different from most other public bodies in Scotland in that we earn a large proportion of our income to support the management and development of Scotland's national forests and land. This is primarily through commercial trading activities such as the sale of timber, renewables, recreation, venison and leases. We use this revenue to invest in activities such as woodland expansion but to also build a sustainable financial model to protect the national forests and land for the long term. In addition we receive Scottish Government funding. As a public corporation, we are required through the FLS Framework Document to retain a financial reserve to protect against trading cash flow variances and enable essential investment. FLS does not have access to borrowing and so we are reliant on self-funding for liquidity issues and investments.

The current financial situation in the UK with increasing inflation, high energy prices and rising costs and rising interest rates is putting pressure on public sector budgets. FLS and the wider forestry sector is not immune to this pressure or the challenges of the economic downturn. Increased costs and fluctuating timber prices are also affecting the construction industry which relies on timber. We recognise these challenges and are working hard to ensure that our business remains financially sustainable through this difficult time by developing and implementing long term business and financial planning activities. We will also be continuing to deliver work through external partnerships, with organisations who want to invest in the ecosystem services changes in land management, such as carbon capture, slope stability or broader benefits for biodiversity and community wellbeing.

As set out on the following page, our anticipated income and expenditure for 2023/24 creates a shortfall which will be met from internal financing from financial reserves.

## Forecast Income and Spend 2023/24



<sup>1</sup> FLS receives funding from the Scottish Government through the setting of an Annual Subsidy Limit (ASL).

<sup>2</sup> The specific programmes include peatland restoration, Scotland's Rainforest and low carbon projects.

## Key Performance Indicators

The following are our agreed Key Performance Indicators for 2023/24:

Corporate Outcome	Key Performance Indicator	Target (2023/24)
<b>Supporting a Sustainable Economy</b>	Volume of Timber Marketed	2.9 million m <sup>3</sup> obs
<b>Looking after Scotland's National Forests and Land</b>	Area of Woodland Creation	500 ha
	Area of high conservation value forests and land maintained	257,969 ha
	Total area of peatland with initial restoration action (ha)	1,800 ha
	Percentage of Notified Features on Designated sites in favourable (or unfavourable recovering) Condition	94%
	Maintain UKWAS Certification	Maintain
<b>Scotland's National Forests and Land for Visitors and Communities</b>	Number of community groups engaged in recognised partnerships and agreements	90
<b>A Supportive, Safe and Inclusive Organisation</b>	Percentage of women in senior roles (SCS -PB2).	40%
	Ratio of near miss reporting to total accidents and incidents reported.	20%
	Average number of working days lost per Full Time Employee (FTE)	9 days
	The percentage of staff leaving the organisation	New indicator - Baseline to be established.
	Number of RIDDOR <sup>3</sup> reportable accidents and injuries	5
<b>A High Performing Organisation</b>	Percentage of complaints responded to within statutory timescales.	80%
	Percentage of FOIs responded to within statutory timescales.	95%

<sup>3</sup> Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013



## Monitoring Performance

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Performance on the implementation of the Business Plan is managed by the Corporate Services Directorate and monitored by the FLS Management Board which receives outcome focussed quarterly Corporate Performance Reports. A performance overview and analysis are also published as part of our Annual Report and Accounts.

## Further Information

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

Forestry and Land Scotland  
Great Glen House  
Leachkin Road  
Inverness  
IV3 8NW

Telephone: 0131 370 5541  
Email: [enquiries@forestryandland.gov.scot](mailto:enquiries@forestryandland.gov.scot)  
Website: [forestryandland.gov.scot](http://forestryandland.gov.scot)

## Business Plan Actions and Key Work Areas (April 2023 – March 2024)



### Supporting a Sustainable Economy

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

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
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	Volume of Timber Brought to the Market
Bringing a sustainable supply of timber to market through the Timber Marketing Framework.	Market c. 2.9 million m <sup>3</sup> obs of timber to targeted long term contract offers, open market sales, linking availability with emerging developments in the sector.	By end of Q4	Land Management and Regions Directorate	Volume of Timber Brought to the Market
Continuing the implementation of the new plant and seed supply strategy.	Ensure the regular delivery of internal plant production programmes at Newton Nursery.	By end of Q4	Land Management and Regions Directorate	n/a
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	n/a
Delivering an increased contribution towards the Scottish Government's renewable energy targets.	Continue to monitor the market and development opportunities to bring forward future projects on FLS managed land which will support the Scottish Government's net zero commitments.	Ongoing - by end of Q4	Commercial Development Directorate	n/a
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, ensuring agreements for these events deliver best value.	Ongoing - by end of Q4	Land Management and Regions Directorate	n/a



## Supporting a Sustainable Economy

(continued)

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

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Bringing opportunities for further renewable energy projects to the market and helping to facilitate the development of projects which achieved planning consent.	Take forward the supported renewable energy developments identified in 2020/21 through the Energy Offering to full option and thereafter facilitate the developers to progress to full planning applications.	Ongoing - by end of Q4	Commercial Development Directorate	n/a
	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	n/a
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.	Ongoing - by end of Q4	Land Management and Regions Directorate	n/a
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 identify and progress commercial and residential development opportunities over short, medium and long-term to deliver income and other FLS objectives.	Q1 and then ongoing	Commercial Development Directorate	n/a
Engaging commercially with network operators to facilitate the delivery of priority power grid infrastructure and digital and mobile connectivity projects.	Work with regional teams to identify future pipeline work from utility companies, particularly electricity, and plan and prepare effectively for these.	Q1 and then ongoing	Commercial Development Directorate	n/a
	Continue to engage with network operators to facilitate the delivery of priority strategic electricity grid infrastructure and Scottish Government promoted digital and mobile connectivity programmes.	Q1 and then ongoing	Commercial Development Directorate	n/a





## Looking after Scotland's National Forests and Land

Outcome: Scotland's national forests and land are looked after, playing their part in tackling climate change, and their biodiversity is protected and enhanced.

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Helping the Scottish Government to meet forest and woodland creation targets.	Create 500 ha of new woodland.	By end of Q4	Land Management and Regions Directorate	Area of Woodland Creation
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	Land Management and Regions Directorate	n/a
Increasing our contribution to the Peatland Action programme.	Continue to increase our peatland restoration programme by taking initial restoration action on approximately 1,800 ha of peatland.	By end of Q4	Land Management and Regions Directorate	Total area of peatland with initial restoration action (ha)
Managing the national forests and land to further the conservation and enhancement of biodiversity.	Maintain the area of high conservation value forests and land in line with the Scottish Biodiversity Strategy.	By end of Q4	Land Management and Regions Directorate	Area of high conservation value forests and land
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.	Continue to work with partners to identify potential landscape-scale habitat management and restoration project opportunities centred on FLS priority areas.	Ongoing - by end of Q4	Land Management and Regions Directorate	Percentage of Notified Features on Designated sites in favourable (or unfavourable recovering) Condition
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 in line with the Scottish Biodiversity Strategy.	Ongoing - by end of Q4	Land Management and Regions Directorate	n/a
Increasing ancient woodland restoration.	Continue to support Regions with funding opportunities and technical support.	Ongoing - by end of Q4	Land Management and Regions Directorate	n/a



## Looking after Scotland's National Forests and Land

(continued)

Outcome: Scotland's national forests and land are looked after, playing their part in tackling climate change, and their biodiversity is protected and enhanced.

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Implementing a programme to improve the resilience of the national forests and land to the impacts of climate change and tree health threats.	Ensure effective implementation of the Climate Change Action Plan.	Ongoing - by end of Q4	Land Management and Regions Directorate	n/a
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 Deer Strategy Board, providing expert advice and support.	Ongoing - by end of Q4	Land Management and Regions Directorate	n/a
	Continue to deliver the FLS Deer Improvement Plan actions.	Ongoing - by end of Q4	Land Management and Regions Directorate	n/a
Working with neighbouring land managers to undertake landscape-scale control of <i>Rhododendron ponticum</i> to conserve ground flora and improve habitats.	Continue to deliver the programme of invasive species removal, deer management and PAWS restoration in Scotland's Rainforest area.	Ongoing - by end of Q4	Land Management and Regions Directorate	n/a
Continuing to implement the Larch Strategy in order to reduce the rate of expansion of <i>Phytophthora ramorum</i> .	Implement the Larch Strategy and bring additional larch long term contracts to the market.	Ongoing - by end of Q4	Land Management and Regions Directorate	n/a
Continuing to respond to and pre-empt Statutory Plant Health Notices (SPHNs) by taking action to monitor, contain and slowdown outbreaks of pests/diseases.	Continue to deliver the spatial monitoring programme to identify SPHNs and cross reference with pending and operational contracts to prioritise management and completion of larch sales.	Ongoing - by end of Q4	Land Management and Regions Directorate	n/a



## Scotland's National Forests and Land for Visitors and Communities

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

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Developing a strategic approach to wider participation in the management of the national forests and land.	Develop a national Volunteering Strategy.	Q1	Land Management and Regions Directorate	n/a
	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 and Land Management and Regions Directorate	n/a
Work with partners such as VisitScotland to understand visitor profile and changing trends to ensure a responsible approach to visitor management.	Work nationally with other agencies to explore benefits of a Community Forum to inform visitor service delivery at national and regional levels.	By end of Q4	Land Management and Regions Directorate	n/a
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.	Each Region to identify their top five entry level experiences for walking, wheelchairs, hill walking, cycling, wildlife watching, camping and paddle sports and then ensure information on these is shared on the FLS website.	Q1	Land Management and Regions Directorate	n/a
	Conduct an audit of all promoted trails and destinations to ensure there are no barriers (physical or perceptual) for visitors and then produce a national action plan.	By end of Q4	Land Management and Regions Directorate.	n/a
Maintaining safe walking and biking trails and improving entry level experiences for everyone to enjoy and gain health benefits.	Work with communities (place and interest) to support the visitor trail offer and produce guidance and branding for staff and communities on permissions, path agreements, leases and acquisitions where appropriate.	By end of Q3	Land Management and Regions Directorate	n/a





## Scotland's National Forests and Land for Visitors and Communities

(continued)

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

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Facilitating renewable energy opportunities in order to encourage community benefits/wealth building.	Work with developers on new renewable projects to ensure delivery of community benefit and investment opportunities.	Ongoing – by end of Q4	Commercial Development Directorate	n/a
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 the acquisition and use of land through sales, transfer requests leases and permissions. 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	Number of community groups in recognised partnerships and agreements.
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 Scottish Government Visitor Management Steering Group and continue to explore potential strategic infrastructure projects which could improve active travel to key visitor designations.	Ongoing – by end of Q4	Land Management and Regions Directorate	n/a



## A Supportive, Safe and Inclusive Organisation

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

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
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 Accord (FISA).	Ongoing – by end of Q4	Corporate Services Directorate	Number of RIDDOR reportable accidents and injuries
Reviewing and updating our People Strategy.	Review the People Team Business model by developing a full analysis of business requirements aligning with systems, staff structures and processes.	By end of Q4	Corporate Services Directorate	n/a
	Review the Learning and Development Team Business Model by developing a full analysis of business requirements aligning with systems, staff structures and processes.	By end of Q4	Corporate Services Directorate	n/a
Rolling out the 'Engaging the Bystander' training to identify and challenge inappropriate behaviours.	Deliver/participate in 'Engaging the Bystander' training to staff across the organisation.	By end of Q4	Corporate Services Directorate: Delivery. All Directorates: Participation.	n/a
Using targeted positive action measures to try to increase the diversity of our workforce.	Take positive action measures in relation to gender and age.	By end of Q4	Corporate Services Directorate	Percentage of women in senior roles.
Considering where we can adapt our processes to meet and exceed our Corporate Parenting obligations.	Publish the new FLS Corporate Parenting Plan.	Q2	Corporate Services Directorate	
	Coordinate and oversee the implementation of the FLS Corporate Parenting Plan.	Ongoing – by end of Q4	Corporate Services Directorate	



## A Supportive, Safe and Inclusive Organisation

(continued)

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

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Supporting the Apprenticeship and Student Programme in all parts of the business.	Continue to identify opportunities to recruit and support apprentices and students across the organisation.	Ongoing – by end of Q4	Corporate Services Directorate	n/a
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 promote membership of accredited institutions.	Ongoing – by end of Q4	All Directorates	n/a
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	Average number of working days lost per FTE.



## A High Performing Organisation

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

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
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	Maintain UKWAS Certification
Developing and implementing a strategic programme of built asset rationalisation and investment including the rollout of smarter working practices across the organisation.	Progress the Building Rationalisation Programme identifying a minimum of 25% reduction in the building portfolio by 2024 disposing, transferring or demolishing surplus assets as appropriate.	By end of Q4	Net Zero Directorate Regions Commercial Development Directorate	n/a
Developing and implementing the digital transformation programme to enable business process improvements.	Complete the discovery phase in order to develop and implement a Transformation Programme to modernise Forestry and Land Management Systems including Timber Sales, Wildlife Management and Plant & Seed Supply.	By end of Q4	Land Management Directorate and Net Zero Directorate	n/a
Ensuring that FLS meets all statutory duties as an executive agency.	Continue to meet our legislative duties.	Ongoing – by end of Q4	Corporate Services Directorate	n/a
	Continue to meet our Public Sector Equality Duties including publishing Equality Mainstreaming Reports and Equality Impact Assessments.	Ongoing – by end of Q4	Corporate Services Directorate	n/a
Reviewing, developing and implementing strategies and plans in relation to business improvement and Best Value.	Continue to develop and implement the new Management Information Platform (MIP).	Ongoing – milestones to be delivered throughout 2023-24.	Corporate Services Directorate	n/a
	Maintain a Corporate Risk Management Policy and Framework, including risk registers.	Ongoing – by end of Q4	Corporate Services Directorate	n/a



## A High Performing Organisation

(continued)

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

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Implementing our new Gaelic Language Plan.	Continue to implement key actions within year one and year two of the Gaelic Language Plan.	Ongoing – milestones to be delivered throughout 2023-24.	Land Management and Regions Directorate	n/a
Implementing and reviewing actions to enhance our approach to complaints and customer satisfaction.	Oversee the implementation of the FLS Complaints Handling Procedure and produce quarterly and annual reports.	Quarterly and Annually (Q1)	Corporate Services Directorate	Percentage of complaints responded to within statutory timescales.
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.	Deliver an agreed communications plan and ensure that staff and stakeholders are clear on the purpose and road map for change.	Ongoing – by end of Q4	Corporate Services Directorate	n/a
Supporting effective governance arrangements including the FLS Management Board, Strategic Advisory Panel, Audit and Risk Committee and Resource Management Board.	Maintain a Corporate Governance Framework, including appropriate schemes of delegation that support and embed assurance across the organisation.	Ongoing – by end of Q4	Corporate Services Directorate	n/a
Responding to Ministerial enquiries and Freedom of Information requests.	Ensure consistent approach to responding to Ministerial enquiries and Freedom of Information (FOI) Requests across the organisation.	Ongoing – by end of Q4	Corporate Services Directorate	Percentage of FOIs responded to within statutory timescales.
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 Directorate	n/a





## A High Performing Organisation

(continued)

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

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
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.	Continue to develop and implement the Net Zero Strategy and Climate Change Plan.	Ongoing – by end of Q4	Net Zero Directorate	n/a
	Assess our organisational capacity requirements for climate change adaptation.	By end of Q4	Net Zero Directorate	n/a
	Complete an in-depth Organisational Climate Change Risk Assessment.	By end of Q4	Net Zero Directorate	n/a
	Review our annual emissions report to prioritise areas and opportunities for reduction.	By end of Q4	Net Zero Directorate	n/a
	Support regional teams to deliver the carbon/natural capital project pipeline.	Q1 and then ongoing	Commercial Development Directorate	n/a
	Develop business/financial model for natural capital and carbon partnerships where these can maximize public value and generate income.	Q1 and then ongoing	Commercial Development Directorate	n/a
Using the Public Bodies Reporting duties under the Climate Change Act as a focus for continuous improvement in our climate change contribution.	Complete the annual mandatory Climate Change reporting requirements.	Q3	Net Zero Directorate	n/a
Making full use of technology to communicate more effectively and limit the need for staff to travel, reducing our resource consumption and waste footprint.	Adopt and transition to 'The Cloud', migrating business applications and data by Q2 2023-24.	Q2	Net Zero Directorate	n/a



Forestry and  
Land Scotland  
Coilltearachd agus  
Fearann Alba

If you are a British Sign Language (BSL) user, you can contact us via the national BSL video relay service Contact Scotland-BSL. For more information, please visit [Contact Scotland-BSL](#).

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