



Forestry and  
Land Scotland  
Coilltearachd agus  
Fearann Alba

# Forestry and Land Scotland

## Performance Report

### April 2024 – March 2025

## Key Performance Indicators (April 2024 – March 2025)

Corporate Outcome	Key Performance Indicator	Target (2024/25)	Actual (2024/25)	Background to Achievement
Supporting a Sustainable Economy	Volume of Timber Brought to the Market.	3.3 million m <sup>3</sup> obs	3.1 million m <sup>3</sup> obs	Below target but an improvement on 23/24 (2.9 million m <sup>3</sup> obs) and a creditable achievement in a depressed market.
Looking after Scotland's National Forests and Land	Area of Woodland Creation.	600 ha	648 ha	
	Area of high conservation value forests and land.	257,969 ha	257,969 ha	
	Total area of peatland put on the road to recovery.	1500 ha	1744 ha	
	Percentage of Notified Features on Designated sites in favorable (or unfavorable recovering) Condition.	94%	94%	
	Maintain UKWAS Certification.	Maintain	Maintained	
Scotland's National Forests and Land for Visitors and Communities	Number of community groups engaged in recognized partnerships and agreements.	90	90	A stock of 90 active community projects has been maintained and progressed.
A supporting, Safe and Inclusive Organisation	Percentage of women in senior roles (SCS – PB2)	40%	20%	We are well short of our target and the percentage has decreased from 31% in 2022. This was highlighted as an area of concern in our Mainstreaming Report 2023-25. We are developing actions to support women's career progression.

Corporate Outcome	Key Performance Indicator	Target (2024/25)	Actual (2024/25)	Background to Achievement
	Ratio of near miss reporting to total accidents and incidents reported.	20%	Exceeded (45%)	Significant promotion of the importance of near miss reporting nationally and regionally. Some areas of improvement have been identified. Target revised upwards for 25/26.
	Average number of working days lost per Full Time Employee (FTE).	9 days	7.4 days	
	Number of RIDDOR reportable accidents and injuries	5	4	The number of RIDDOR reportable employee injury accidents remains statistically stable. However the total number of employee injury accidents has increased.
A High Performing Organisation	Percentage of complaints responded to within statutory timescales.	80%	95%	We managed 20 Stage II complaints in FY 24/25 of which 95% were managed within twenty working days.
	Percentage of FOIs responded to within statutory timescales.	95%	99%	We managed 157 Information requests in FY 24/25 of which 99% were managed within twenty working days.

## Business Plan Actions (April 2024 – March 2025)

Supporting a Sustainable Economy			
Key Work Areas	Responsibility	Outcome / Achievement	Explanation / Background to Outcome / Achievement
Bring 3.3 million m <sup>3</sup> obs of timber to the market via targeted long-term contracts, open market sales, linking availability with emerging developments in the sector.	Land Management and Regions Directorate	3.1 million m3 obs	Increase in brash recovery taking advantage of developing market.
Take forward the 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.	Commercial Development Directorate	A further 175 MW of wind energy generation capacity was progressed to Option Agreement during 2024/25.	FLS now has 1300 MW of generation capacity associated with 25 operational wind farms. The overall wind energy pipeline under agreement is 2673 MW.
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.	Commercial Development Directorate	A programme of asset disposals was successfully delivered during 2024/25.	FLS sells land and buildings that are surplus to operational requirements, necessary to make way for electricity or other infrastructure projects or as part of an asset management approach.
Coordinate project engagement across Scotland, leading the negotiation of terms and legal documentation, directly supporting regional teams.	Commercial Development Directorate	A pipeline of renewable energy projects was progressed towards construction stage in 2024/25. This resulted in 102 additional MW being subject to lease.	FLS is working to expand and progress the pipeline of renewable energy generation projects.
Identify the pipeline of Transmission Network and grid connection development proposals; agree FLS wide policy and principles, directly supporting regional teams at a project level.	Commercial Development Directorate	A pipeline of electricity infrastructure projects was progressed towards construction stage in 2024/25	FLS is responding to an expanding programme of electricity infrastructure projects promoted by Network Operators.

Supporting a Sustainable Economy			
Key Work Areas	Responsibility	Outcome / Achievement	Explanation / Background to Outcome / Achievement
		in accordance with a more consistent approach.	

Looking after Scotland's National Forests and Land			
Key Work Areas	Responsibility	Outcome / Achievement	Explanation / Background to Outcome / Achievement
Create 600 ha of new woodland.	Land Management and Regions Directorate	648 ha	Above target of 600 ha and includes planting and natural regeneration (Loch Katrine)
Continue to increase our peatland restoration programme by taking a further 1500ha of peatland put on the road to recovery.	Land Management and Regions Directorate	1744 ha	Above target of 1500 ha achieved due to staff and contracts in place to deliver across most regions.
Maintain the area of high conservation value forests and land.	Land Management and Regions Directorate	257,969 ha	Target achieved.
Continue to work with partners to identify potential landscape-scale habitat management and restoration project opportunities centered on FLS priority areas.	Land Management and Regions Directorate	Cairngorms Connect – the biggest landscape scale partnership in Britain – continues with FLS as a partner delivering nature restoration. Other partnerships, particularly in the Rainforest zone, at various stages of development.	Endangered Landscape Project funding significant habitat restoration in the Cairngorms Connect partnership area (FLS, RSPB, NatureScot and Wildland Ltd). SG and other funding supporting partnership working in the rainforest zone to restore rainforest at a landscape scale.
Ensure effective implementation of the Climate Change Action Plan.	Land Management and Regions Directorate and Net Zero Directorate	Land Management Plans incorporate climate change adaptation and more	

Looking after Scotland's National Forests and Land			
Key Work Areas	Responsibility	Outcome / Achievement	Explanation / Background to Outcome / Achievement
		specifically 1744 ha of peatland re-whetted.	
Develop and publish an Adaptation Plan	Net Zero Directorate	Outcome not achieved	Underway: Not complete due to absence of Climate Change Manager
Carry out Phase II of our Climate Change Risk Assessment process: Biogeographical Climate Change Risk Assessments to enable adaptation and resilience building in our land management.	Net Zero Directorate	Outcome Achieved	Bulk complete: now compiling report to make data and findings digestible for use within the organisation.
Support the Scottish Government Scottish National Adaptation Plan 3.	Land Management and Regions Directorate and Net Zero Directorate	Outcome Achieved	Ongoing: Incorporating SNAP 3 outcomes in our work programmes.

Scotland's National Forests and Land for Visitors and Communities			
Key Work Areas	Responsibility	Outcome / Achievement	Explanation / Background to Outcome / Achievement
Engage with our partners in relation to strategic projects such as the Borderlands, Glentress and Nevis Masterplan.	Commercial Development Directorate	Development Frameworks were completed for Newcastleton and Dalbeattie; and a Forest Holidays development opened at Glentress.	This work is part of an overall effort to help stimulate investment by others in nationally significant visitor destinations.
Work with developers on new renewable projects to ensure delivery of community benefit and investment opportunities.	Commercial Development Directorate	A firm requirement for community benefit and investment is required through all leases and was built into the tender specification for the	Progress with the implementation of community investment in wind projects has been very limited to date.

Scotland's National Forests and Land for Visitors and Communities			
Key Work Areas	Responsibility	Outcome / Achievement	Explanation / Background to Outcome / Achievement
		first wind farm repowering project, Cruach Mhor.	
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 land use and involvement in decisions relating to land can be more proactively supported/managed. This will be aligned with the principles set out in our Communities Strategy.	Commercial Development Directorate	40 significant new land agreements were entered into during 2024/25.	Best use of public land for a variety of purposes is achieved through land agreements with 3 <sup>rd</sup> parties.

A Supportive, Safe and Inclusive Organisation			
Key Work Areas	Responsibility	Outcome / Achievement	Explanation / Background to Outcome / Achievement
Take positive action measures in relation to gender and age.	Corporate Services Directorate	<p>Two female FLS staff attended EQUATE Scotland's Career Enhancement Programme for women in science technology engineering and maths (STEM) during 2024.</p> <p>Attendance throughout year by Recruitment team at various events to encourage young people to consider a career in forestry.</p> <p>Continue to encourage diversity throughout any recruitment campaign,</p>	Our mainstreaming report 2023-25 and recent workforce planning analysis highlighted that we need to take more proactive measures to recruit female staff and staff under thirty. We will develop an action plan over the coming year.

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Key Work Areas	Responsibility	Outcome / Achievement	Explanation / Background to Outcome / Achievement
		<p>advertising in numerous diverse jobs boards. Continue to promote anonymous applications.</p> <p>Social media campaigns that encourage women in forestry have been drip fed throughout the year and will continue i.e. highlighting various benefits and other women in various careers within FLS.</p>	
Coordinate and oversee the implementation of the FLS Corporate Parenting Plan.	Corporate Services Directorate	Outcome Achieved	Agreed Corporate Parenting actions taken forward in line with the plan.
Continue to identify opportunities to recruit and support apprentices and students across the organisation.	Corporate Services Directorate	<p>Provided work-based learning support to current apprentices. This includes providing advice, guidance and access to tailored learning to support them in their apprenticeship.</p> <p>Secured agreement from Land Management and Net Zero that their apprentices will be guaranteed posts following successful apprenticeships.</p>	



A Supportive, Safe and Inclusive Organisation			
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		<p>Student Forester Program recruitment was successful and three students from UHI have taken up positions starting in 2025/2026.</p> <p>Attendance throughout year by Recruitment team at various events to encourage young people to consider a career in forestry</p> <p>Apprenticeship vacancies (automotive) launched in 2025</p>	
Continue to offer targeted professional training and promote membership of accredited institutions.	All Directorates		FLS supports professional training and memberships including membership of The Institute of Chartered Foresters which is the Royal Chartered body for foresters and arboriculturists in the UK.
Undertake regular reviews of work programmes and priorities, supported by regular bilateral and team check-ins.	All Directorates		FLS Directorates undertake regular reviews of work programmes and priorities, and regular team check ins are imbedded in working practices.
Provide an effective and high-quality Health, safety, and Wellbeing (HS&W) support service through a team	Corporate Services Directorate	Outcome Achieved	The team continued to provide a high-quality service, although a period of 6 months without a

A Supportive, Safe and Inclusive Organisation			
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of regional and national HS&W advisors, considering the Forest Industry Accord.			specialist Wellbeing Advisor caused a pause in proactive project delivery.

A High Performing Organisation			
Key Work Areas	Responsibility	Outcome / Achievement	Explanation / Background to Outcome / Achievement
Undertake work across the organisation to ensure UKWAS certification is maintained.	Land Management and Regions Directorate	UKWAS certification retained.	Independent audit from Soil Association
Progress the Building Rationalisation Programme identifying further reductions in the building portfolio by 2025 disposing, transferring, or demolishing surplus assets as appropriate.	Net Zero Directorate	Outcome achieved	Both the Buildings and Commercial teams worked collaboratively to manage the process resulting in 24 disposals (6 sales, 2 Community Assets Transfers and 16 demolitions).
Continue to explore opportunities with partners/public bodies to share assets and services.	Net Zero Directorate	Outcome achieved	Head of Fleet and Buildings is part of SG Environment and Economy Leadership (Estates) Group and maintains a network of contacts across SG and the wider public sector as well as councils to explore potential opportunities. Work continues in Inverness and Edinburgh for collocation

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			opportunities. Work with Fife Council has delivered a colocation at Halbeath.
Complete the discovery phase to develop and implement a Transformation Programme to modernize Forestry and Land Management Systems including Timber Sales, Wildlife Management and Plant & Seed Supply.	Land Management Directorate and Net Zero Directorate	Outcome achieved	Discovery phase completed in Q3, however following the commission of an independent health check review in Q4 some further actions were identified for progressing in 25/26.
Develop an Automation Strategy which will assess, streamline, and automate processes using Artificial Intelligence, Robotic Process Automation (RPA) etc. on a rolling programme.	Net Zero Directorate	Outcome not achieved	Initial analysis and exploration of potential options was completed. However, a discovery exercise with proof-of-concept exercises was deemed necessary to produce a meaningful strategy and plan. This will be progressed in 25/26.
Continue to develop and implement the new Management Information Platform (ASPEN).	Corporate Services Directorate	Outcome Achieved	ASPEN project continued.
Replace the fleet management system, and introduce telematics and mobile data capture, improving our knowledge, priorities and decision making, and the safety of our colleagues.	Net Zero Directorate	Outcome Achieved	A new fleet management system was implemented and telematics installed in the majority of the fleet (excluding those planned for disposal) in 2024-25 to provide improved management

A High Performing Organisation			
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			information for decision making and the safety of our colleagues.
Review and develop our current business travel policies, guidance and working practices on business travel, benchmarking against other large national organisations.	Net Zero Directorate	Outcome Achieved	A review of our business travel, policies, guidance and working practices including benchmarking with other large national organisations was undertaken during 2024-25 with support from an industry expert. Implementation of the recommendations from the review will be progressed in 2025-26.
Continue to implement key actions within year two of the Gaelic Language Plan.	Land Management and Regions Directorate	Actions being implemented in the plan within resources available.	
Oversee the implementation of the FLS Complaints Handling Procedure and produce quarterly and annual reports.	Corporate Services Directorate	Outcome Achieved	Revised complaints handling procedure implemented and subsequent reports circulated to the ELT. KPI achieved with 95% Stage II complaints managed within twenty working days.
Maintain a Corporate Governance Framework, including appropriate schemes of delegation that support and embed assurance across the organisation.	Corporate Services Directorate	Outcome Achieved	Appropriate Corporate Governance Framework in place.
Ensure consistent approach to responding to Ministerial enquiries and Freedom of Information (FOI) Requests across the organisation.	Corporate Services Directorate	Outcome Achieved	Ministerial enquiries / Information Requests taken forward in line with best practice.

A High Performing Organisation			
Key Work Areas	Responsibility	Outcome / Achievement	Explanation / Background to Outcome / Achievement
			KPI achieved with 99% of Information Requests managed within twenty working days.
Continue to develop and implement the Net Zero Strategy and Climate Change Plan.	Net Zero Directorate	Outcome Achieved	Ongoing: Progression continued to be made against the plan and in line with Risk Assessment findings and new policy/legislative outputs
Continue assessment of climate change risk and ensure identified national Climate Change Risks are considered in business planning decisions.	Net Zero Directorate	Outcome Achieved	National Climate Change risk assessment results are available for all staff on saltire for consideration in business planning. Biogeographical risk areas have been assessed and more details on local risks will soon be available for staff.
Support the development of organisational capacity requirements for delivery of our Climate Change Plan.	Net Zero Directorate	Outcome Achieved	Ongoing: Assessment made against Adaptation Scotland Capability Framework, initial actions have been identified and plans to develop capacity are being included in the adaptation strategy.
Review our annual emissions report to prioritise areas and opportunities for reduction.	Net Zero Directorate	Outcome Achieved	Report developed and key opportunities for reduction have been highlighted.

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Support Regions to produce Carbon Credits for FLS through the delivery of validated schemes for the Woodland Carbon Code and Peatland Code.	Commercial Development Directorate	The number of carbon credits registered by FLS rose to 300,000.	The voluntary carbon market continue to provide a realistic prospect of a new financial income stream in future.
Monitor options to maximise public value through natural capital partnership and support regions to generate income through the delivery of carbon/biodiversity enhancement projects for external parties, such as through NPF4 requirements.	Commercial Development Directorate	A number of biodiversity projects have been scoped out during 2024/25 but no significant agreements for 3 <sup>rd</sup> party funding have been entered into.	This is a rapidly evolving area of policy and practice.
Complete the annual mandatory Climate Change reporting requirements.	Net Zero Directorate	Outcome Achieved	The Climate Change report for 2023-24 was completed in accordance with deadlines.