



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

Forestry and Land Scotland Business Plan

April 2022-March 2023



Scottish Government
Riaghaltas na h-Alba
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Introduction



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

Over the past year we have continued to deliver despite the continuing difficulties with the COVID-19 pandemic and resultant staff absences. We have also faced a number of weather events including Storm Arwen, which affected around 4,000 hectares of forests, an area equating to the size of Dundee, and led to the closure of hundreds of miles of trails for inspection and repair. Our capability and capacity to keep delivering whilst facing these significant challenges has been down to the fantastic efforts of our employees and contractors. I would like to take this opportunity again to thank everyone involved for their continued dedication and commitment. Full details of the progress made over the past year will be published in our forthcoming Annual Report and Accounts.

Undoubtedly 2022/23 will be another challenging year as recovery from the pandemic continues and world events impact on prices and the cost of living. We can however, look forward with a degree of confidence and optimism and have set an ambitious Business Plan for the year to help deliver against our five corporate outcomes. Some of the actions we will take include:

- Creating 650ha of new woodland
- Providing c. 3 million m³ obs of timber to the market
- Increasing the cumulative total area of peatland with initial restoration action by 900 hectares
- Supporting the Scottish Government's commitment to double the opportunities for young people in support of green and rural economy
- Implementing our Climate Change Action Plan
- Publishing our first Gaelic Language Plan

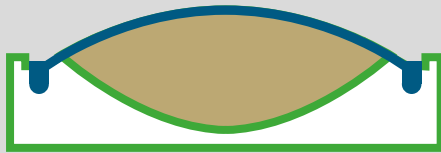
We will strive to deliver all of the commitments set out in this plan, but we are mindful of the need to be ready to change plans in order to respond to the impact of world events including the current war in Ukraine. We will therefore take an agile approach in our delivery of this plan. We are also ready to respond to other challenges including weather events, addressing the Climate Emergency and delivering on our mission to look after Scotland's forests and land, for the benefit of all, now and for the future.

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





Approximately **one third (470,000 ha)** of Scotland's forests and woodland are on **public land**, owned by Scottish Ministers on behalf of the nation.



Taking action to restore over **910 ha of habitat and species** through peatland restoration...

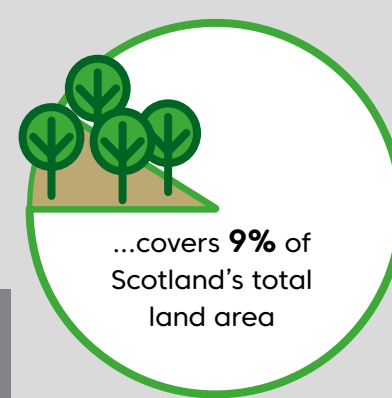
...and hosts **enough renewable energy** infrastructure to produce over one billion watts of energy and sufficient to **power 600,000 homes**.



Scotland's National Forests and Land...



...supports **10,255 FTE jobs**



...contributes over **£1 million per day** Gross Value Added (GVA)

...hosts **90 community and partnership projects**



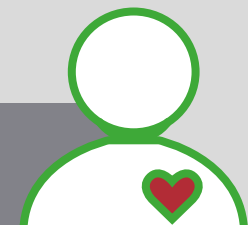
...are home to over **1000 species**, **172 of which are protected species** including **lichen, moths, capercaillie and red squirrels**



...welcomes **10.6 million visits**



...helps to **improve the physical, emotional and mental well-being** of residents and visitors.



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 our Executive Team to ensure effective coordination and delivery of the key work areas and corresponding high level actions set out in each Directorate/Region Business Plan.

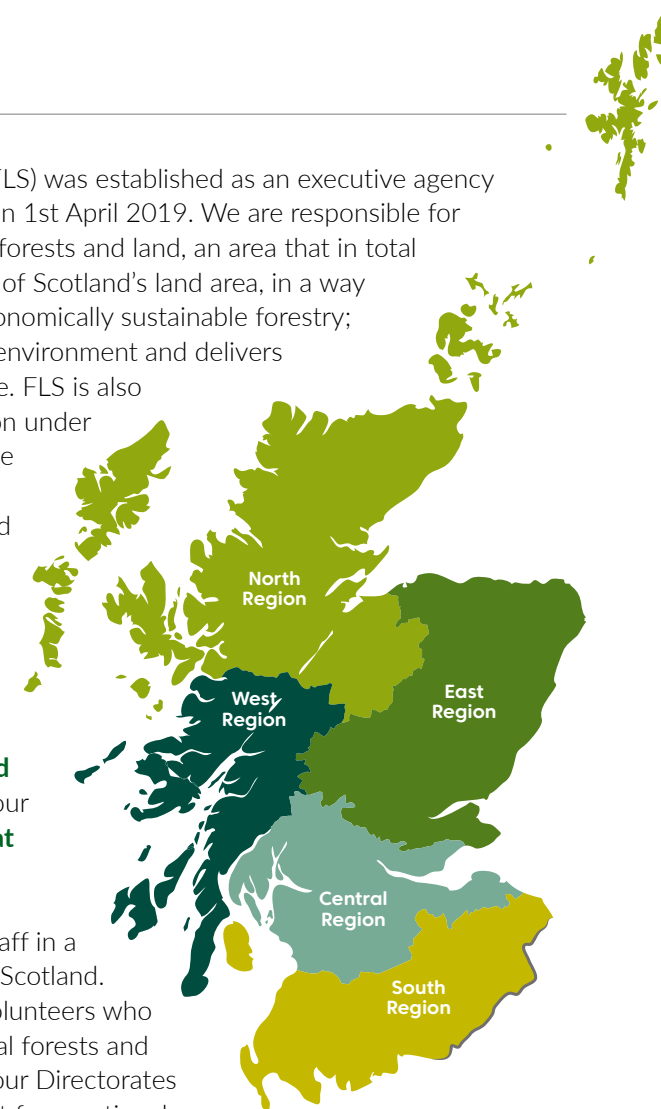
The plan is an active document and will be subject to revision on an annual basis with a report to the Executive Team and Strategic Board for consideration. Reviews will take into account internal and external influences and actions arising from monitoring activity throughout the year. In addition the plan will be monitored on a quarterly basis through Corporate Performance Reports which are reported to the Executive Team.

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 950 FTE staff in a variety of occupations across Scotland. There are also a number of volunteers who help us to manage the national forests and land. We are organised into four Directorates and five Regions, with support from national offices in Edinburgh and Inverness.



FLS Corporate Plan 2022-2025

A new Corporate Plan for FLS was published in April 2022 and sets out the direction of travel for the organisation over the next three year period. It defines our contribution to the delivery of the National Outcomes as set out in Scotland's National Performance Framework and also our contribution to the implementation of Scotland's Forestry Strategy 2019-2029. This Business Plan sets out the actions we will take over the first year of this new Corporate Plan.

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



Key Performance Indicators

The following are our agreed Key Performance Indicators for 2022/23:

Corporate Outcome	Key Performance Indicator	Target (22/23)
Supporting a Sustainable Rural Economy	Volume of Timber Brought to the Market	c. 3 million m ³ obs
	Area of Land Awaiting Restocking	Reduce from 30,710 ha (2021/22 figure)
Looking after Scotland's National Forests and Land	Area of Woodland Creation	650 ha
	Area of high conservation value forests and land	Maintain 21/22 Area (257969 ha)
	Cumulative total area of peatland with initial restoration action (ha)	900 ha
	Percentage of Notified Features on Designated sites in favourable (or unfavourable recovering) Condition	94%
	Maintain UKWAS Certification	Maintain
Scotland's National Forests and Land for Visitors and Communities	Number of community groups engaged in recognised partnerships and agreements	90
A Supportive, Safe and Inclusive Organisation	Percentage of women in senior roles (SCS – PB2)	40%
	Ratio of near miss/hazard reporting to total accidents and incidents reported	20%
	Staff Engagement: Percentage of employees who would recommend FLS as a great place to work	70%
	Average number of working days lost per FTE	9 days
A High Performing Organisation	Percentage of requests for information (FOI) processed on time (within 20 working days of receipt of the request)	95%
	Percentage of Ministerial and Corporate Correspondence System (MiCase) queries responded to within agreed timescales	95%
	Number of complaints closed in full at stage 1 within five working days as % of all stage 1 complaints responded to in full	80%
	Number of complaints closed in full at stage 2 within 20 working days as % of all stage 2 complaints responded to in full	80%

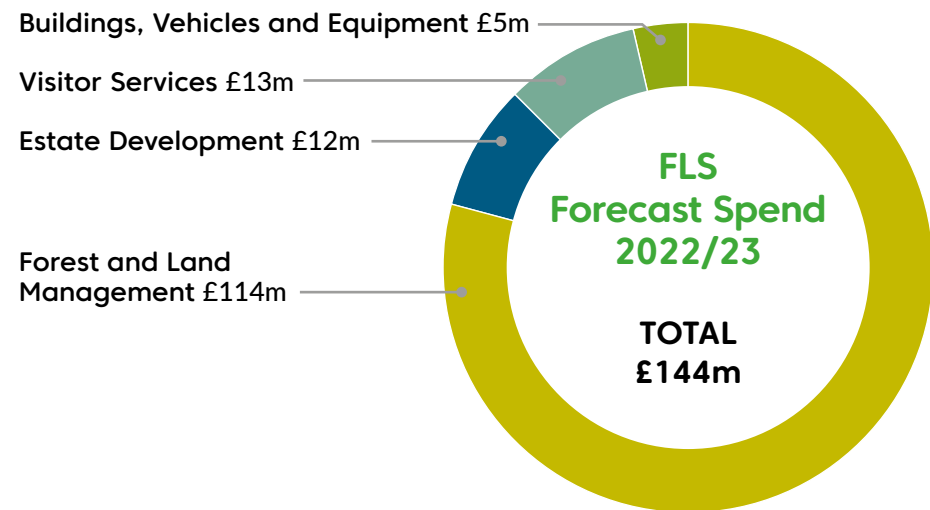
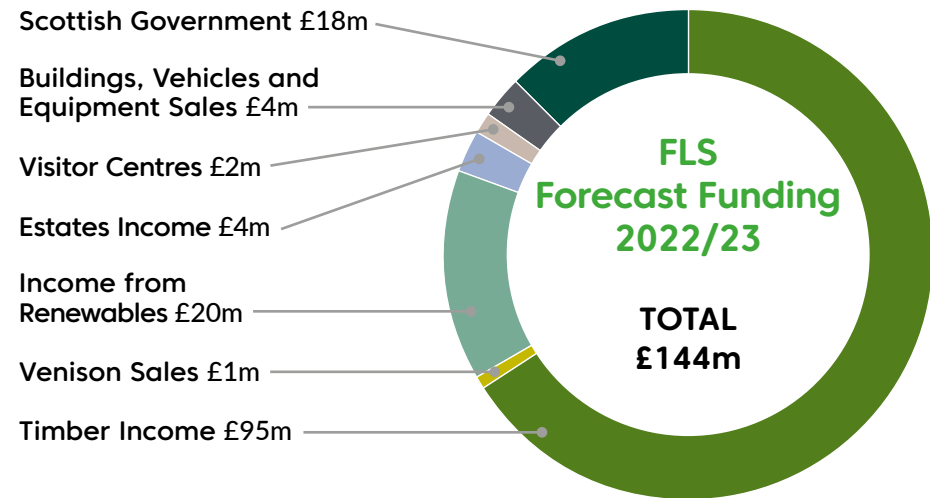
Ensuring Best Value

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.

Financial Resources

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, FLS is required through the FLS Framework Document to retain a financial reserve to enable essential investment to protect against trading cash flow variances and enable essential investment. Our anticipated income and expenditure for 2022/23 is as follows:



Monitoring Performance

Performance on the implementation of the Business Plan is managed by the Corporate Services Directorate and monitored by the FLS Executive Team and Strategic Board, each of which receive outcome focussed quarterly Corporate Performance Reports. A performance overview and analysis are published as part of our Annual Report and Accounts.

Further Information

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:

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Great Glen House
Leachkin Road
Inverness
IV3 8NW

Telephone: 0131 370 5541
Email: enquiries@forestryandland.gov.scot
Website: forestryandland.gov.scot

Business Plan Actions and Key Work Areas (April 2022 – March 2023)



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
	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	Volume of Timber Brought to the Market
Bringing a sustainable supply of timber to market through the Timber Marketing Framework.	Bring c. 3 million m ³ 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	Volume of Timber Brought to the Market
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	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.	Facilitate the progression of pipeline sites where these are brought forward by developers.	Ongoing - by end of Q4	Commercial Development Directorate	n/a
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 to validate 100% of registered titles, agreeing future strategy in instances where title anomalies still exist.	By end of Q4	Commercial Development Directorate	n/a



Supporting a Sustainable Rural 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
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	n/a
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	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.	Q2	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 review opportunities for releasing land for development opportunities, moving sites to market where appropriate.	By end of Q4	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.	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	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 at least 650 ha of new woodland.	By end of Q4	Land Management and Regions Directorate	Area of Woodland Creation
	Deliver the new FLS Land Acquisition Strategy to acquire land that is suitable for woodland creation and climate change mitigation.	Ongoing – by end of Q4	Commercial Development Directorate	n/a
	Restock sites to ensure the area of land awaiting restocking is reduced.	Ongoing – by end of Q4	Land Management and Regions Directorate	Area of Land Awaiting Restocking
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	n/a
Increasing our contribution to the Peatland Action programme.	Continue to increase our peatland restoration programme by taking initial restoration action on approx 900 ha of peatland.	By end of Q4	Land Management and Regions Directorate	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.	By end of Q4	Land Management and Regions Directorate	Area of high conservation value forests and land
	Publish a pilot indicator of the value of the national forests and land for biodiversity.	By end of Q3	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; biodiversity is protected and enhanced and more environmental services are provided to people.

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
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	Percentage of Notified Features on Designated sites in favourable (or unfavourable recovering) Condition
	Review the effectiveness of recent rhododendron control and deer management to re-prioritise action to maximise benefit.	By end of Q3	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.	Ongoing - by end of Q4	Land Management and Regions Directorate	n/a
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	n/a
Increasing ancient woodland restoration.	Support Regions with strategic approaches, funding opportunities and technical support.	Ongoing - by end of Q4	Land Management and Regions Directorate	n/a
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



Looking after Scotland's National Forests and Land

(continued)

Outcome: Scotland's national forests and land are looked after; biodiversity is protected and enhanced and more environmental services are provided to people.

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
Continuing to implement the FLS Deer Management strategy while working in partnership with the Deer Strategy Board to support the Scottish Government's response to the Independent Panel's recommendations on deer management in Scotland.	Support the Scottish Government Deer Strategy 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	n/a
	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 Rhododendron ponticum to conserve ground flora and improve habitats.	Develop an ambitious and integrated programme of invasive species removal, deer management and PAWS restoration in the Atlantic Rainforest area, and seek funding to deliver.	By end of Q2	Land Management and Regions Directorate	n/a
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	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.	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	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 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 and Land Management and Regions Directorate.	Number of community groups engaged in recognised partnerships and agreements.
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 and Land Management and Regions Directorate.	n/a
Developing a strategic approach to wider participation in the management of the national forests and land.	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
	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 and 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.	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	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
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	n/a
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	n/a
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	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 engaged 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 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	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
Reviewing and updating our People Strategy.	Develop the new People Strategy.	By end of Q4	Corporate Services Directorate	Staff Engagement: Percentage of FLS employees who would recommend FLS as a great place to work.
	Develop and deliver the Staff Survey.	By end of Q3	Corporate Services Directorate	Staff Engagement: Percentage of FLS employees who would recommend FLS as a great place to work.
	Develop and implement an action plan to increase staff engagement and satisfaction.	By end of Q4	Corporate Services Directorate	Staff Engagement: Percentage of FLS employees who would recommend FLS as a great place to work.
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	n/a
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 options review' to ensure technology can be used optimally across FLS.	By end of Q1	Net Zero Directorate	n/a
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	n/a



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
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	Percentage of women in senior roles (SCS – PB2)
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	n/a
Supporting the Apprenticeship and Student Programme in all parts of the business.	Explore with Regions the opportunity to recruit five graduate apprentices in Civil Engineering funded by Skills Development Scotland.	By end of Q3	Land Management and Regions 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 to support staff through e.g. Royal Institute of Chartered Surveyors (RICS) accredited courses/seminars.	Ongoing – by end of Q4	Commercial Development Directorate	n/a
	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	n/a
Providing ongoing support on Health, Safety and Wellbeing across FLS including reactive support, site visits, meetings and webinars.	Provide an effective and high quality Health, Safety and Wellbeing (HS&W) support service through a team of regional and national HS&W advisors, taking into account the Forest Industry Safety Accord.	Ongoing – by end of Q4	Corporate Services Directorate	Ratio of near miss/hazard reporting to total accidents and incidents reported



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.	Develop a Smarter Working Strategy and Associated Action Plan to support the wider roll out of smarter working.	By end of Q3	Net Zero Directorate	n/a
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	n/a
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 Directorate	n/a
Reviewing, developing and implementing strategies and plans in relation to business improvement and Best Value.	Publish the new FLS Corporate Plan 2022-2025.	Q1	Corporate Services Directorate	n/a
	Continue to implement the Best Value Action Plan.	Ongoing – by end of Q4	Corporate Services Directorate	n/a
	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 Directorate	n/a
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 Directorate	n/a



A High Performing Organisation

(continued)

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

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
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 Directorate	Number of complaints closed in full at stage 1 within five working days as % of all stage 1 complaints responded to in full.
				Number of complaints closed in full at stage 2 within 20 working days as % of all stage 2 complaints responded to in full.
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 Directorate	n/a
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 Directorate	n/a
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 Directorate	% of requests for information (FOI) processed on time (within 20 working days of receipt of the request)
				Percentage of Ministerial and Corporate Correspondence System (MiCase) queries responded to within agreed timescales



A High Performing Organisation

(continued)

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

Corporate Plan Actions	Key Work Areas	Timescales	Responsibility	Related KPI
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
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	n/a
	Developing opportunities for commercial external funding of carbon captured on the national forests and land.	Ongoing – by end of Q4	Commercial Development Directorate	n/a
	Undertake energy efficiency surveys of our buildings to inform our investment and rationalisation plans.	By end of Q3	Net Zero Directorate	n/a
	Development of our electric charging point network across key sites to support the transition from fossil fueled fleet and equipment.	Ongoing – by end of Q4	Net Zero Directorate	n/a
	Development of a waste management strategy.	By end of Q4	Net Zero Directorate	n/a



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

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