



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

Draft Corporate Plan

Delivering Forests and land that Scotland can be proud of.

2019-2022

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1. Foreword – Simon Hodgson, Chief Executive

Welcome.

This is the draft Corporate Plan for Forestry and Land Scotland which sets out our proposed direction of travel for our new organisation and its priorities for the next three years. The team are excited about the opportunities for Scotland, the organisation and the role we can play alongside our Scottish Government colleagues in tackling the big issues such as climate change and economic growth.



April 2019 saw an exciting new era for forestry in Scotland with the commencement of the Forestry and Land Management (Scotland) Act 2018 ('the 2018 Act'). This, the first forestry Act passed by the Scottish Parliament, secured the completion of forestry devolution. This means that forestry is now fully devolved and accountable to Scottish Ministers and the Scottish Parliament. As part of this change, Forestry and Land Scotland (FLS) was established on 1st April 2019, and is responsible for managing the Scottish Ministers' land known as the national forests and land, a function previously undertaken by Forest Enterprise Scotland, an agency of the Forestry Commission.

As a new organisation, the plan has been developed with the knowledge, expertise and experience of Forest Enterprise Scotland. The plan is therefore influenced by 100 years of experience of looking after the national forests and land.

The purpose of this consultation is to seek the views of all who have an interest in the national forests and land (forests and land owned by Scottish Ministers). We are particularly interested in hearing views on our proposed vision and mission, and the five corporate outcomes we have developed, which will frame the delivery of our work over the next three years.

The consultation period takes place between 28th May and 5th July. Your views will help us to develop the final version. At the end of the consultation period the plan will be concluded, reformatted with graphics and case studies and then submitted to the Cabinet Secretary for the Rural Economy for approval. We aim to publish the approved Corporate Plan on 1st October 2019.

Thank you for taking the time to share your views on this key document,

Simon Hodgson
Chief Executive

2. Introduction to the Corporate Plan

The Forestry and Land Scotland first Corporate Plan will set out the priorities we will deliver on in the next three years. The priorities on how we manage the national forests and land are directly aligned to the Scottish Government's purpose and outcomes. Our activity will contribute to the wider National Performance framework.

The Forestry and Land Scotland Framework Document published in April 2019, sets out how we will function as an executive agency of the Scottish Government and defines our relationship with Scottish Ministers. The Framework Document stipulates:

“The Corporate Plan will set out Forestry and Land Scotland's outcomes and targets; high level performance indicators; and give an overview of how it will deliver these over the Plan period in line with the Scottish Government's Purpose and National Outcomes set out in the National Performance Framework.”

Staff and stakeholders have been involved in the development of this Draft Corporate Plan, building on the work undertaken by our Scottish Government colleagues on the Forestry Strategy 2019-2029.

We have identified a set of Corporate Outcomes which will shape our priorities and activities over the next three years, and help us move closer to our vision:

“Forests and Land that Scotland can be proud of.”

3. About Forestry and Land Scotland

Forestry and Land Scotland (FLS) was established as an executive agency of the Scottish Government on 1st April 2019, following completion of the devolution of forestry to the Scottish Parliament as a result of the [Forestry and Land Management \(Scotland\) Act 2018](#).

FLS has responsibility for managing the national forests and land for multiple outcomes, a function previously undertaken by Forest Enterprise Scotland, an agency of the Forestry Commission. The land management provisions of the 2018 Act provide the potential for the expertise within FLS to be used, by agreement, to manage forested and non-forested land owned by other people. As a forest manager, FLS is regulated by Scottish Forestry. FLS also has particular responsibilities to help ensure Scottish Ministers meet their duties to manage forested land in a way that promotes sustainable forest management.

As an operationally-focused organisation involved in commercial trading activities (e.g. the sale of timber, renewable energy schemes, recreation, venison sales, estate management), FLS is more at arms-length from the core Scottish Government, retaining greater

independence in the delivery of its day-to-day operational objectives. FLS is classed as a Public Corporation under the definition set by the Office of National Statistics¹.

FLS will contribute to the achievement of the Scottish Government's primary purpose of creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth.

The purpose of FLS, in its unique position as both an executive agency and largest land manager in Scotland, is to manage forests and land owned by Scottish Ministers in a way that supports and enables economically sustainable forestry; conserves and enhances the environment; and delivers benefits for people and nature.

The primary focus of FLS, in delivering its purpose, is to support Scottish Ministers in their role as leaders of Sustainable Forest Management and Sustainable Development through their stewardship of the national forests and land.

Scotland's National Forests and Land

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. These forests and woodland are part of the 'national forests and land', which also includes a substantial area of open ground and covers 9% of Scotland's land area. The national forests and land make a significant contribution to Scotland's economic, social and environmental outcomes, including over £1 million per day Gross Value Added (GVA), supporting 11 000 FTE jobs, welcoming 10 million visitors annually, hosting almost 80 community and partnership projects. They also accommodate nine starter farms and generate enough renewable energy infrastructure to produce over one billion watts of energy each year, sufficient to power 500 000 homes. In addition, the national forests and land are valuable natural resources, home to thousands of species of plants and animals from the golden eagle and red deer to some of the rarest plant species in the UK, and help to improve the physical, emotional and mental well-being of residents and visitors.

3.1 Organisational Structure

Scottish Ministers are responsible for determining the overall policy and resources framework within which FLS operates. Ultimately they are accountable to the Scottish Parliament for its functions and performance. FLS is responsible for the day to day management of the agency. FLS operates a regional business structure for the delivery of our work across the national forests and land. There are five regions, each of which has a

¹ Provisional Status – to be confirmed after one year of trading

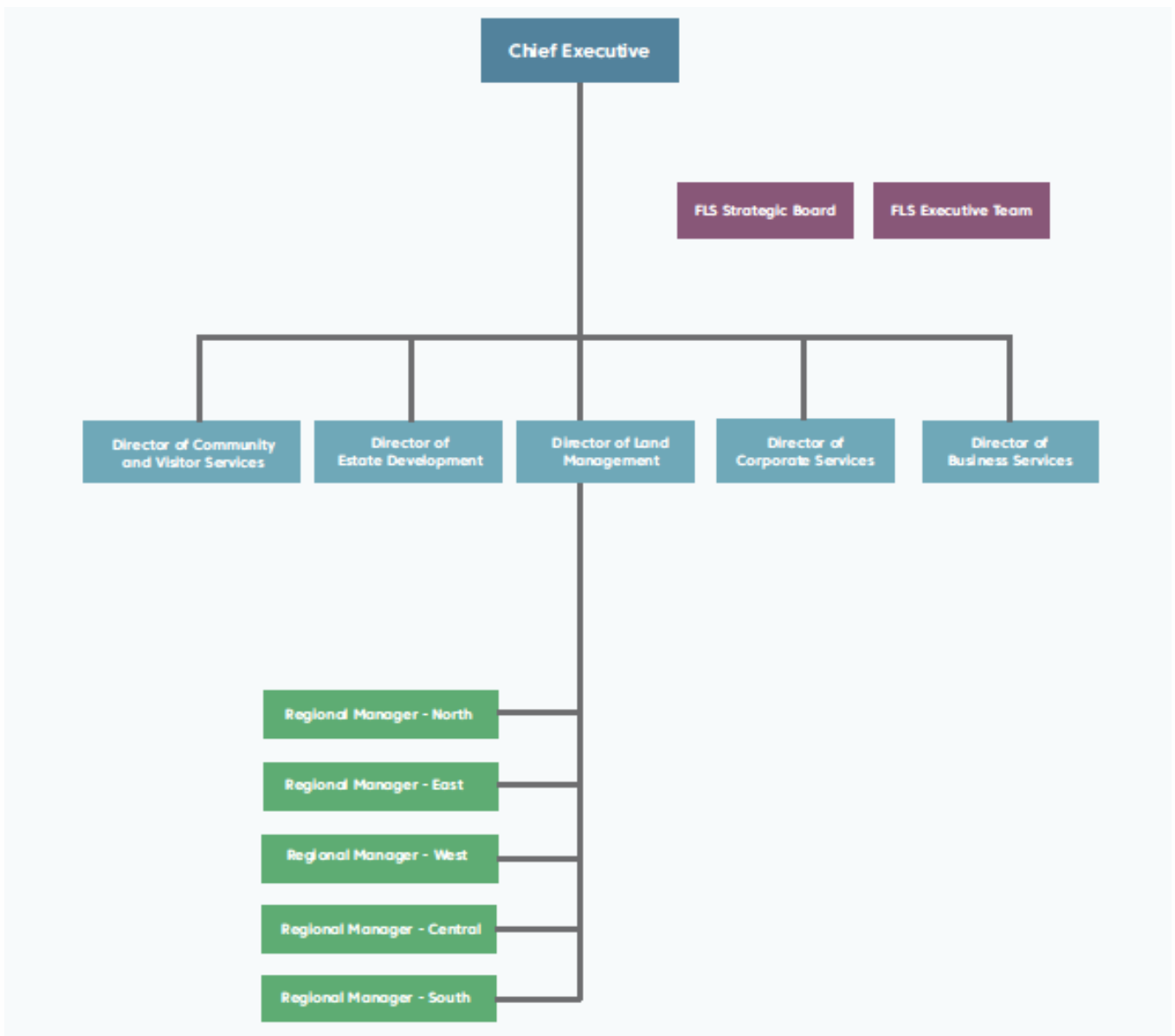
high degree of responsibility for delivery through a network of local offices as illustrated below.



Draft Corporate Plan

At a national level, FLS is organised under five functional areas: Land Management, Estate Development, Community and Visitor Services, Business Services and Corporate Services.

The Chief Executive is supported by the FLS Strategic Board and the Executive Team. The Strategic Board is comprised of the Executive Directors and Non-Executive Advisors, whilst the Executive Team is comprised of the Executive Directors and Regional Managers.

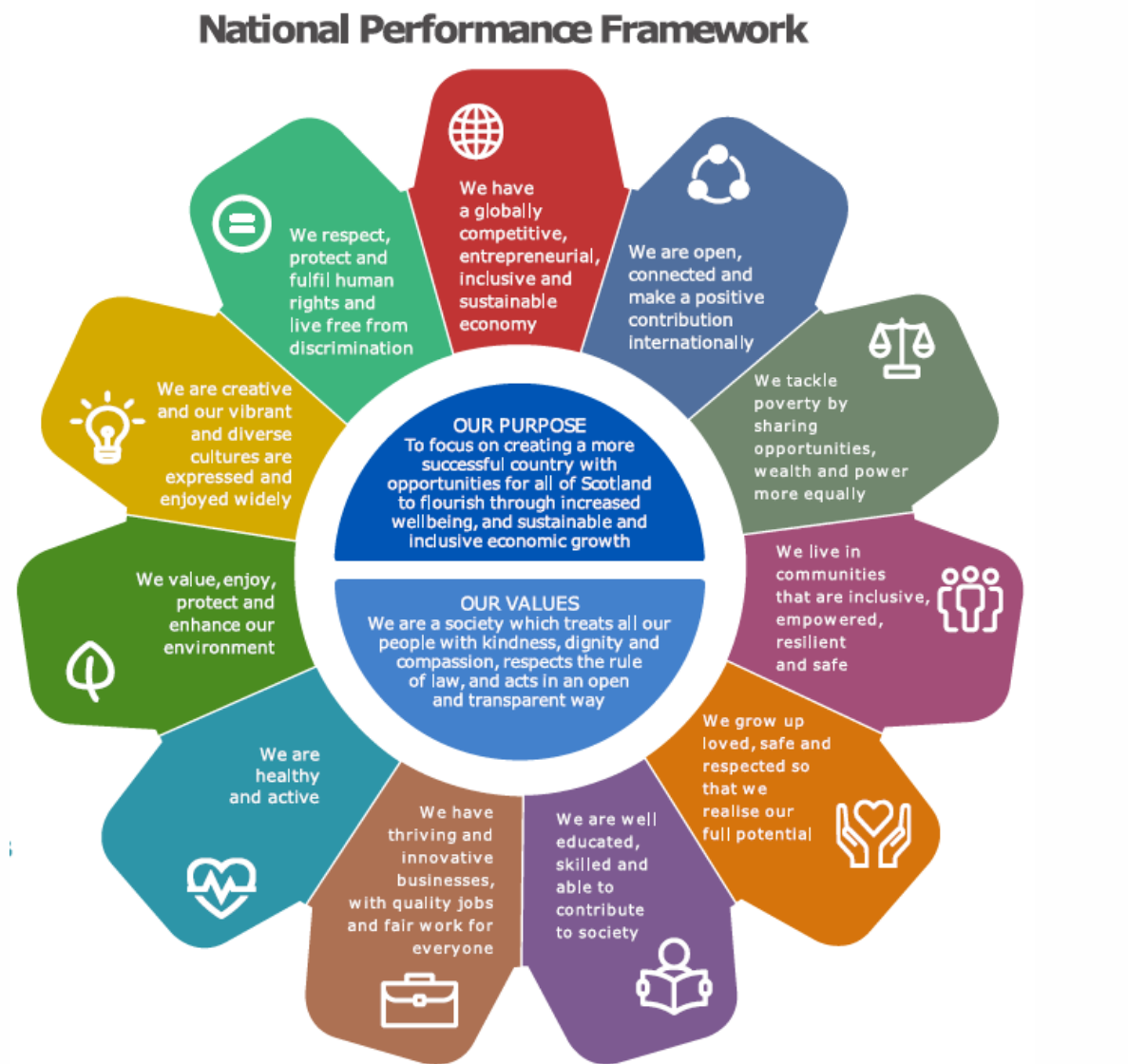


4. National Policy Context

4.1 Our Contribution to the National Performance Framework

Forestry and Land Scotland will contribute to the Scottish Government's wider outcomes based approach, which is set out in the [National Performance Framework](#).

This means that our corporate outcomes will be aligned with this larger national framework and will help the Scottish Government, overall, to deliver its outcomes.



FLS 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



Environment: We value, enjoy, protect and enhance our environment



Health: We are healthy and active



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

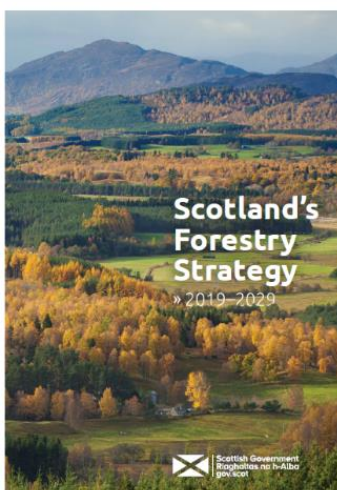


Fair Work and Business: We have thriving and innovative businesses, with quality jobs and fair work for everyone



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

4.2 Our Contribution to the delivery of Scotland's Forestry Strategy 2019-2029



Under the Forestry and Land Management (Scotland) Act 2018 (the Act), Scottish Ministers must have regard to the Forestry Strategy when managing forested land. The work of Forestry and Land Scotland is informed by the Scottish Government's Forestry Strategy.

Published in February 2019, the Forestry Strategy signalled the start of a new era for forestry in Scotland and is a keystone of the new statutory and administrative arrangements under the Act. The Strategy sets out a 50 year vision for Scotland's forests and woodland:

“In 2070, Scotland will have more forests and woodland, sustainably managed and better integrated with other land uses. These will provide a more resilient, adaptable resource, with greater natural capital value, that supports a strong economy, a thriving environment and healthy and flourishing communities.” (Scotland’s Forestry Strategy 2019-2029, p15)

To support the 50 year vision, the Scottish Government has identified three objectives to deliver over the next 10 years:

- Increase the contribution of forests and woodland to Scotland’s sustainable and inclusive economic growth
- Improve the resilience of Scotland’s forests and woodland and increase their contribution to a healthy and high quality environment
- Increase the use of Scotland’s forest and woodland resources to enable more people to improve their health, wellbeing and life chances

The strategy sets out six priority areas of action over the next 10 years. These priority areas form the framework for coordination of Government action and partnership working. These are:

- Ensuring forests and woodland are sustainably managed
- Expanding the area of forests and woodland, recognising wider land-use objectives
- Improving efficiency and productivity, and developing markets
- Increasing the adaptabilities and resilience of forests and woodland
- Enhancing the environmental benefits provided by forests and woodland
- Engaging more people, communities and businesses in the creation, management and use of forests and woodland.

In order to demonstrate how we will have regard to the Forestry Strategy in our work, we have identified the relevant Forestry Strategy ‘Priorities for Action’ in our Corporate Outcomes section below.

4.3 Our Contribution to the delivery of other National Strategies

The work we do is also informed by a wide range of national strategies that reach beyond forestry. These include:

- Land Use Strategy 2016-2021
- Economic Action Plan 2018-20
- Climate Change Plan (February 2018)
- 2020 Challenge For Scotland’s Biodiversity
- Our Place In Time: The Historic Environment Strategy for Scotland 2014-2024
- Tourism Scotland 2020 (2012)
- Active Scotland Outcomes Framework
- Culture Strategy 2018 (Draft)
- Scottish Government Equality Outcomes and Mainstreaming Report

- Scottish Government People Strategy
- Fair Work Convention
- National Planning Framework
- The Scottish Energy Strategy
- Government Travel Strategy
- Scotland's Open Government Action Plan: 2018-2020

There is various legislation that impacts on our work, including the Land Reform (Scotland) Act 2016, Community Empowerment (Scotland) Act 2016, The Wildlife and Natural Environment (Scotland) Act 2011, and the Climate Change (Scotland) Act 2009 to highlight just a few.

FLS wants to play a vital part in contributing to a modern, flourishing Scotland. Working alongside our partners we will ensure that the national forests and land can continue to provide a wide range of benefits for everyone, now and in the future.

5. Our Mission and Vision

The Forestry Strategy 2019 -2029 sets out the vision for forestry in Scotland:

“In 2070, Scotland will have more forests and woodlands, sustainably managed and better integrated with other land uses. These will provide a more resilient, adaptable resource, with greater natural capital value, that supports a strong economy, a thriving environment, and healthy and flourishing communities.”

FLS will help deliver the vision for forestry in Scotland. In so doing, the vision for FLS is as follows:

“Forests and land that Scotland can be proud of.”

FLS will work towards this vision by delivering its mission, which is:

“To look after Scotland’s forests and land, for the benefit of all, now and for the future.”

6. Our Corporate Outcomes

FLS has developed five Corporate Outcomes that will guide all of our work over the next three years, each of which set out a position statement of where we want to be by 2022. All of the outcomes are reliant on each other and all support the delivery of our mission and vision, and ultimately the Scottish Government's outcomes and purpose.



Outcome	Links to Forestry Strategy Priorities for Action	Link to other key national strategies and documents	Link to National Outcome(s)
<p>FLS supports a sustainable rural economy by managing the national forests and land in a way that encourages business growth, development opportunities, jobs and investments.</p>	<p>Improving efficiency and productivity, and developing markets</p> <p>Engaging more people, communities and businesses in the creation, management and use of forests and woodland</p>	<ul style="list-style-type: none"> • National Planning framework • The Scottish Energy Strategy • Scottish Government Travel Strategy • Tourism Scotland 2020 (2012) 	<p>We have a globally competitive, entrepreneurial, inclusive and sustainable economy</p> <p>We value, enjoy, protect and enhance our environment</p>
<p>Scotland's national forests and land are looked after; biodiversity is protected and enhanced and more environmental services are provided to people.</p>	<p>Ensuring forests and woodland are sustainably managed</p> <p>Expanding the area of forests and woodland, recognising wider land use objectives</p> <p>Increasing the adaptability and resilience of forests and woodland</p> <p>Enhancing the environmental benefits provided by forests and woodland</p>	<ul style="list-style-type: none"> • Land Use Strategy 2016-2021 • Climate Change Plan (February 2018) • 2020 Challenge For Scotland's Biodiversity • Our Place In Time: The Historic Environment Strategy for Scotland 2014-2024 	<p>We value, enjoy, protect and enhance our environment</p> <p>We are healthy and active</p>
<p>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.</p>	<p>Engaging more people, communities and businesses in the creation, management and use of forests and woodland</p>	<ul style="list-style-type: none"> • Active Scotland Outcomes Framework • Scottish Land Rights and Responsibilities Statement • Culture Strategy 2018 (Draft) • SG Equality Outcomes and Mainstreaming Report 2017-2021 • Tourism Scotland 2020 (2012) 	<p>We are healthy and active</p> <p>We live in communities that are inclusive, empowered, resilient and safe</p>

		<ul style="list-style-type: none"> National Standards for Community Engagement 	
<p>FLS is a supportive, safe and inclusive organisation that provides exciting careers, professional development and strives to be an employer of choice.</p>	<p>Improving efficiency and productivity, and developing markets</p>	<ul style="list-style-type: none"> Scottish Government People Strategy Forestry Industry Safety Accord (FISA) Fair work Convention Scottish Government Equality Outcomes & Mainstreaming Report 2017-2021 	<p>We are well educated, skilled and able to contribute to society</p>
<p>FLS is recognised as a high performing, efficient and effective, financially sustainable organisation that continues to transform and adapt.</p>	<p>Improving efficiency and productivity, and developing markets</p>	<ul style="list-style-type: none"> National Performance Framework Programme for Government 	<p>We have thriving and innovative businesses, with quality jobs and fair work for everyone</p>

6.1 Supporting a Sustainable Rural Economy

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

FLS can and will contribute to developing the rural and wider Scottish economy, by providing sustainable economic benefits from the national forests and land. This includes:

- sustainable timber production
- the generation of energy through the facilitation of renewable energy schemes,
- the provision of recreational facilities and tourism
- Venison sales and sustainable rural development.

Improving efficiency and productivity, and developing markets, are priorities for action within the Forestry Strategy and relates to our Rural Economy Outcome. We will help deliver on this priority by ensuring wood fibre availability from the national forests is predictable. We will also support efforts to enable the sustainable transport of timber.

Key actions we will deliver under this FLS Outcome 2019-2022:

- The review and implementation of a refreshed New Woodland Investment Programme, to deliver strategic objectives on new planting and repositioning of the national forests and land (through acquisition and disposals)
- Development and implementation of a Timber Access Strategy
- Development and implementation of a Timber Marketing Strategy

Ongoing and day to day actions for delivery under this Outcome include:

- Developing our forest planning processes to ensure a sustainable balance between the resilience and productivity of the national forests and land
- Providing a sustainable supply of timber to Scotland's timber processing sector
- Implementing the Restocking Strategy for the national forests and land and develop a new plant and seed supply strategy
- Supporting Scottish tourism and the visitor economy through the provision of visitor attractions
- Working to release value from rural development opportunities for reinvestment in the national forests and land
- Supporting commercial activity on the national forests and land including agricultural management, rural housing and renewable energy opportunities, all of which help to sustain rural communities
- Work proactively with our tenants and stakeholders to identify potential added-value opportunities.

6.2 Looking after Scotland's national forests and land

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

Our environment underpins everything we do; we could not deliver community and economic outcomes without a healthy environment.

The scale of our national forests and land allows us to manage whole landscapes; restoring, enhancing and linking habitats. The diversity of our national forests and land means that we look after a range of rare and threatened species and many significant historic assets. The way that we manage our national forests and land helps to reduce Scotland's environmental footprint and mitigate the disruption caused by a changing climate.

We take an ecosystem approach to the stewardship of Scotland's national forests and land, sustaining the benefits provided by our environment, while also supporting the delivery of our economic and community objectives. However, climate change and the requirement for economic growth are resulting in increasing demands and pressures on the natural world – here in Scotland as well as globally. As a consequence, we need to adapt our national forests

and land to increase their resilience; and protect and enhance natural assets so that they can continue to provide for us.

FLS can make a particular contribution in this area by continuing to safeguard our most special places, both large and small within the national forests and land; undertaking land management in a way that benefits people and communities; enhancing biodiversity and ecosystem services through landscape-scale management; contributing to the Scottish Government's climate change targets; and complementing and balancing the forestry and land management being undertaken by other land managers.

The Forestry Strategy has the principles of Sustainable Forest Management (SFM) at its core.

All of the Priorities for Action set out in the Forestry Strategy have some bearing on this Corporate Outcome, however the following have particular relevance:

- Ensuring forests and woodland are sustainably managed
- Expanding the area of forests and woodland, recognising wider land use objectives
- Increasing the adaptability and resilience of forests and woodland
- Enhancing the environmental benefits provided by forests and woodland

Under this Corporate Outcome FLS can directly assist in meeting Scottish Government forest and woodland creation targets² set out in the Forestry Strategy. We can also assist in delivering on targets relating to native woodlands³ including increasing, creation and restoring targets.

Scotland's rich and diverse forests and woodland are important natural assets and their continuing health and improvement is vital to sustainable economic growth, not least because of their role in protecting, maintaining and enhancing natural capital and providing a range of ecosystems services.

Key actions we will deliver under this FLS Outcome 2019-2022:

- Analysing the cumulative impacts of current commitments, plans and strategies and likely future scenarios (e.g. climate change) on our approach to managing the national forests and land
- Developing a programme of actions to improve the resilience of the national forests and land to the impacts of climate change and tree health threats
- Reviewing and implementing a refreshed Deer Management Strategy to reduce the impact of browsing damage on forest and open habitats on national forests and land

² Increase forest and woodland creation to 12000 ha per year from 2020/21

³ Increasing the amount of native woodland in good condition; creating 3000-5000 ha of new native woodland per year; and restoring approximately 10000 ha of new native woodland into satisfactory condition. (<https://www.gov.scot/publications/scotlands-forestry-strategy-20192029/>)

- Helping the Scottish Government meet forest and woodland creation targets
- Working in partnership in order to restore vacant and derelict land for woodland planting and wider beneficial use.

Ongoing and day to day actions for delivery under this Outcome include:

- Managing the national forests and land to further the conservation and enhancement of biodiversity
- Collaborating with partners on integrated landscape-scale approaches to habitat management and restoration
- Taking specific conservation action for vulnerable priority species (eg red squirrel , capercaillie, black grouse)
- Helping to facilitate an increase in the contribution of Scotland’s national forests and land to the Scottish Government’s renewable energy targets
- Supporting policy development and research, and act as a testbed for new and innovative approaches to forestry and land management
- Developing an asset management approach to the historic environment within Scotland’s forests and land
- Working with neighbouring land managers to undertake landscape-scale control of rhododendron, to conserve ground flora and improve habitats
- Continuing to implement the Larch Strategy in order to combat Phytophthora Ramorum⁴

6.3 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.

FLS manages some of the best places to visit in Scotland, with over 300 destinations including six Forest Parks, mountains, riversides, lochs, waterfalls, beaches and well over three hundred waymarked trails. We also look after some of the most iconic views in the country, from Queen’s View in Perthshire to Glen Affric in the west Highlands.

We host and manage adventure sports too, from tree-top experiences, to 7stanes mountain biking. We have experiences on offer in remote and rural Scotland, and across the country right through to Cuningar Loop Woodland Park in the heart of Glasgow.

⁴ Phytophthora Ramorum is an algae-like organism called a water mould. It causes extensive damage and death to more than 150 plant species, including some forest species. Larch trees are particularly susceptible, and large numbers have been affected.

With all this to offer, FLS aims to be Scotland's leading informal outdoor recreation manager, providing high quality visitor facilities and experiences whilst being a champion for outdoor access and use for improved health and wellbeing.

Scotland's national forests and land host around 10 million visits each year but we are striving to make forests and visitor experiences more accessible for all.

Our work encourages people from all backgrounds and communities to enjoy and benefit from their national forests and land. We aim to make our visitors smile, providing quality experiences that enrich lives. Welcoming and helping visitors is everyone's business in the organisation.

FLS manages national forests and land in an inclusive and open way, involving communities in our decisions; strengthening the connection with the people of Scotland and ensuring we all make best use of all of the land.

We work actively with any community that wants to get more involved in their local forest and with communities of interest too. There are a wide range of options and models for greater involvement from consultation and partnership through to community-led projects. Communities also have the right under the Community Empowerment (Scotland) Act 2015 to use or buy land through our Community Asset Transfer Scheme.

Under this Outcome, FLS can help deliver on the following Priority for Action as set out in the Forestry Strategy:

“Engaging more people, communities and businesses in the creation, management and use of forests and woodland”.

This includes helping to ensuring that more people benefit directly or indirectly from our national forests and land by focussing on supporting more people to use their local forests and woodland for recreation, play and education; encouraging more communities to participate in their management for the benefit of their local areas. FLS will also take steps to increase the diversity of communities benefitting from forests and woodland.

Key actions we will deliver under this FLS outcome 2019-2022 include:

- Continuing to develop a Communities Strategy
- Developing and implementing a Visitor Services Strategy
- Considering a strategic approach to involving volunteers in our forests

Ongoing and day to day actions for delivery under this corporate outcome include:

- Maintaining walking and biking trails to promote fun in the outdoors, focussing on improving entry level experiences for everyone to enjoy and gain health benefits
- Continuing to remove barriers to ensure that people from all backgrounds can and do access the full range of benefits of the national forests and land

- Encouraging outdoor learning and enabling schools to make use of the national forests and land
- Maximising Community Benefit contributions from facilitating Renewable Energy opportunities
- Incentivising renewable developers to offer community ownership opportunities in renewable energy developments on the national forests and land
- Continue to engage communities in decisions relating to the management of the national forests and land
- Continue to support community empowerment by enabling communities to make use of the national forests and land to benefit their communities

6.4 A Supportive, Safe and Inclusive Organisation

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

Our people are our most important asset, so it's vital that we ensure that our workplaces are supportive, safe and inclusive. We have a wide range of occupations across Forestry and Land Scotland:

- foresters, landscape architects, wildlife rangers,
- forestry machine operators, civil engineers,
- administrative officers, community and education rangers,
- environment and heritage managers,
- archaeologists, human resource managers, surveyors, graphic designers,
- ecologists, visitor services managers, data specialists, marketing managers,
- project managers, community and rural development coordinators,
- nursery managers, IT specialists, media managers, bridge engineers,
- Corporate development specialists, and lots more.

We aim to have an inclusive and diverse workforce, representative of the communities of Scotland. We are striving for this by improving our data, insight and analysis to ensure our actions are evidence-based and having a positive impact; driving workforce diversity through recruitment and retention to enable under-represented groups to be represented at all levels of the organisation; and, by continuing to review and tailor policies and interventions to ensure inclusiveness is at the heart of what we do.

Forestry can be dangerous work and we are committed to making it safe and responsible. To us, that means looking after our employees' health, safety and wellbeing. It also means caring for those we work with, our visitors and the communities we work in.

We want to be an example to all organisations working in the forest environment. FLS is a member of the Forest Industry Safety Accord (FISA) working with others to significantly

improve the health and safety performance in the forest industry. We take pride in our health, safety and welfare culture. We aim to:

- Eliminate avoidable work accidents;
- Sustain a healthy working environment that supports physical and mental health and wellbeing;
- Promote healthier lifestyles, benefitting workforce health;
- Foster a strong health, safety and welfare culture with those we work with.

We care deeply about our staff and recognise the importance of taking a proactive approach to improving their health and wellbeing (physical and mental) at work. We're driving forward an ambitious improvement programme that puts health, safety and wellbeing at the heart of our organisation working in partnership with staff and trade unions through a network of Scottish safety committees.

Key actions we will deliver under this FLS outcome 2019-2022 include:

- Launching a new People Strategy that will set out our approach to developing a supportive, safe and inclusive organisation, supported by a suite of plans including:
 - Skills Development
 - Talent Management
 - Health and Safety
 - Reward and Recognition
 - Diversity and Inclusion.
- Enhancing our health and safety culture to include physical and mental health and wellbeing
- Using targeted positive action measures to try to increase the diversity of our workforce

Ongoing and day to day actions for delivery under this Outcome include:

- Workforce planning to support effective matching of priorities and resources
- Supporting the Apprenticeship and Student Programme in all parts of the business
- Strengthening the professionalism of our staff through increasing their membership of accredited institutions and providing new opportunities for continued professional development.
- Reviewing how we can use technology more effectively to communicate, limit the need for staff to travel, and reduce our resource consumption and waste footprint.

6.5 A High Performing Organisation

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

All public bodies in Scotland have a duty to deliver best value based on sound governance, good management, public reporting on performance and a focus on improvement. FLS is a new executive agency of the Scottish Government and how we operate and our relationship with Scottish Ministers is set out in our Framework Document.

FLS is also a trading body and has Public Corporation Status⁵. That means that a high proportion of our funding comes from commercial trading activities such as the sale of timber, renewable energy schemes, recreation, venison sales, estates management and other income raised by FLS. This makes us quite unique compared with other public bodies in Scotland, who are funded by Scottish Government.

As a newly established organisation, we are developing a sustainable financial model for the business, exploring how we can develop solutions to support the business and manage potential financial challenges. We are also taking steps to ensure that we can meet our new responsibilities as an executive agency of the Scottish Government. This includes establishing and ensuring good corporate governance, getting our systems in order and developing lots of strategies to meet Scottish Government policy requirements. Where possible we will develop and deliver digital technology improvements for transactions with our customers and suppliers. We will also foster a culture of continuous improvement and innovation, aspiring to be recognised as being the best at what we do, building on the reputation we established as Forest Enterprise Scotland.

An overview of our performance against our delivery priorities will be included in our annual report and accounts which are laid before the Scottish Parliament every year. We will also publish corporate performance information on our [website](#) on a quarterly basis.

Key actions we will deliver under this FLS Outcome 2019-2022 include:

- Implementing and building upon the new Corporate Planning Framework
- Further developing our approach to corporate performance management reporting through the delivery of outcome focussed reports to better evidence achievement and strengthen accountability
- Implementing and reviewing actions to enhance our approach to customer satisfaction
- Reviewing/developing and implementing the following strategies:
 - Procurement Strategy

⁵ Provisional Status – to be confirmed after one year of trading

- Financial Strategy and Long Term Financial Plan
- Asset Management Strategy
- Built Asset Strategy
- Risk Management Strategy
- Records Management Strategy
- Digital Strategy
- Communications Strategy
- Engagement Strategy

Ongoing and day to day actions for delivery under this Outcome include:

- Ensuring that FLS meets all statutory duties as an executive agency
- Maintaining the UK Woodland Assurance Standard (UKWAS) certification
- Using Best Value reviews to continually improve as a high performing organisation
- Utilising the Investment Portfolio to inform financial decision making and business prioritisation
- Aligning with Scottish Government targets on carbon emissions, waste, water use, and chemical use
- Reviewing and implementing portfolio, programme and project governance to enable and deliver continuous improvement
- Developing our project management approach to manage the balance of 'business as usual' and change
- Working collaboratively, openly and responsibly with partner organisations and others to continuously improve the management of the national forests and land
- Reviewing how we can use technology to communicate more effectively in order to limit the need for staff to travel – thus reducing our resource consumption and waste footprint.
- Supporting effective governance arrangements, including the Strategic Board, and responding to queries to strengthen political accountability
- Providing a range of services to Scottish Forestry, including an HR service

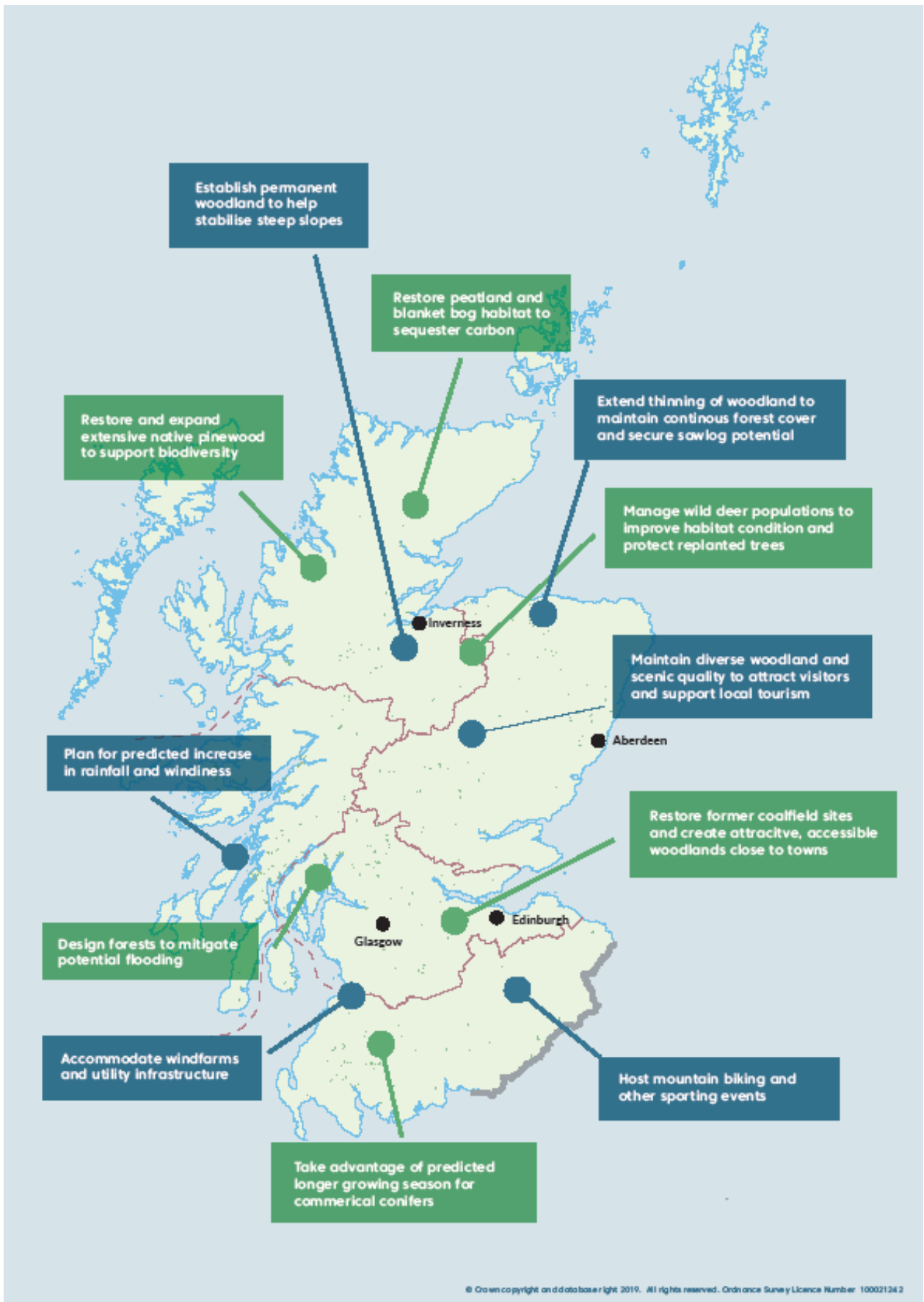
There are a number of plans and strategies which set out how we aim to operate and deliver and these are published on our [website](#).

7. Where delivery towards our Outcomes will take place

Scotland has a diverse landscape and as such not all of our outcomes can be delivered across all of our regions. The diagram below illustrates some of the diversity of what FLS will deliver across Scotland.

As FLS develops its corporate business planning, we will ensure that we target investments – of staff time and effort as well as finances – on the basis of in-depth spatial analysis, so that corporate commitments are taken forward in the places where they will make most difference to Scotland, and so that large-scale, long-term management issues are tackled cost-effectively.

Draft Corporate Plan



8. Diversity and Inclusion

Diversity and Inclusion is inherent in all that we do in FLS and we are committed to fulfilling and promoting the Scottish Government’s public sector equality duties. We want to create an environment that is accessible, open and welcoming to people from all backgrounds and communities across Scotland – as a place to work, to visit and to participate. We will continue to integrate Diversity & Inclusion into everything that we do by identifying and removing barriers, enabling us to build a more inclusive organisation services and facilities.

As a new executive agency we are required to meet the [Equality Act 2010 \(Specific Duties\) \(Scotland\) Regulations 2012](#). This is a work in progress and we have agreed with our colleagues in Scottish Government and Equality and Human Rights Commission (EHRC) that we will be fully compliant with the regulations by 31st March 2021. In the meantime we will continue to work with partner organisations including [Equate Scotland](#) and the [EHRC](#) to improve the accessibility of our workplaces, services and facilities.

9. Monitoring implementation of the plan – Key Performance indicators

We have developed a series of Key Performance Indicators. These will help us track, measure and manage performance and progress against our Corporate Outcomes.

The KPIs for the life of this Corporate Plan are as follows:

Key Performance Indicator	Target	Link to Corporate Outcome
These will be made available in the final version of the Corporate Plan		

We will be taking steps to ensure that our corporate outcomes are reflected in strategic and functional business plans, team plans and individual job plans. This will ensure that employees across FLS can see how they individually contribute to our Corporate Outcomes and ultimately to the National Outcomes set out within the National Performance Framework. We expect that this process will be complete within the term of this Corporate Plan.

The KPIs will be monitored and reported to the Strategic Board and Executive Team on a quarterly basis. Thereafter information will be published within the Corporate Performance Reports on our [website](#).

10. Resourcing Our Plan

As set out throughout the Corporate Plan, we are different from most other public bodies in that we are funded primarily by revenue receipts from commercial trading activities such as the sale of timber, renewables, recreation, venison, estates and other income raised by FLS. In addition an annual subsidy (ASL) is received from the Scottish Government. This is agreed by Scottish Ministers and forms part of the budget setting and review process and is set out in the annual Budget (Scotland) Act

Financial Resources Table

FLS Funding 2019/20		FLS Spend 2019/20	
Timber Income	£74m	Land Management	£99m
Venison Sales	£2m	Estate Development	£4m
Estate Development	£17m	Visitor Services	£13m
Visitor Centres	£2m	Capital	£4m
Capital	£1m	New Woodland Investment	£8m
New Woodland Investment	£5m	Programme	
Programme		Rationalisation	£1m
Rationalisation	£1m		
Reserves	£11m		
Scottish Government ASL	£16m		
TOTAL	£129m	TOTAL	£129m

11. Reporting Progress

We will report progress on the implementation of this Corporate Plan as a whole on an annual basis and publish information on our [website](#). We will also publish Corporate Performance Reports which will provide a quarterly overview of our work and the progress we are making towards meeting our corporate outcomes. Information will also be provided within the Annual Report and Accounts.

12. Further Information

Further information on the development and implementation of this Corporate Plan can be obtained by contacting the Corporate Services Team using the following details:

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Inverness Business Park
1 Highlander Way
Inverness
IV2 7GB

email: enquiries@forestryandland.gov.scot

telephone: 0300 067 6000

If you need this publication in an alternative format please contact
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