



Forestry and  
Land Scotland  
Coilltearachd agus  
Fearann Alba

---

# Forestry and Land Scotland Corporate Plan 2019-2022



Scottish Government  
Riaghaltas na h-Alba  
gov.scot





# Forests and land that Scotland can be proud of





# Contents

1. Foreword / Facal-toisich	02
2. Introduction to the Corporate Plan	04
3. About Forestry and Land Scotland	06
4. National Policy Context	16
5. Our Vision and Mission	24
6. Our Corporate Outcomes	28
7. Diversity and Inclusion	56
8. Monitoring Implementation of the Corporate Plan	60
9. Resourcing Our Plan	62
10. Reporting Progress	64
A. Annex	66

1

# Foreword / Facal-toisich

---



Cabinet Secretary for the Rural Economy, Fergus Ewing MSP, during his visit to see the bumper harvest of cones and seeds at Ledmore Seed Orchard

The Scottish Government is committed to tackling the climate emergency, and earlier this year accepted the recommendations of the UK Committee on Climate Change. We are now committed to achieving net zero greenhouse gas emissions by 2045 at the latest – earlier than any other UK nation. Forestry has a huge part to play in helping to meet this target, by locking in significant amounts of carbon within trees, soil and peatlands.

I am delighted to be the Cabinet Secretary who not only ushered Forestry and Land Scotland (FLS) into existence in law on 1 April 2019, but also to be helping to launch its first corporate plan. FLS is a new executive agency of the Scottish Government and is now responsible for looking after and managing Scotland's national forests and land, which cover approximately 9% of Scotland's total land area.

FLS has a key role to play in delivering the Scottish Government's ambitions and priorities for forestry and for land management, including increasing activity to mitigate the Climate Emergency. Fundamentally this new agency and its talented and enterprising staff will be expected to continue to care for the nation's forests, building on a century of effective stewardship by the Forestry Commission in Scotland. These forest, woodland and land assets help to support jobs, businesses and livelihoods in our rural communities, contribute to our biodiversity and landscape and provide outdoor spaces for locals and visitors to enjoy and benefit from.

Generating income is crucial if the ambitions and priorities in this corporate plan are to be realised. FLS will be expected now and in the future to work with the private, public and third sectors, as well as to engage communities.

I welcome this plan and look forward to working with Forestry and Land Scotland to help it deliver its role as custodian of Scotland's national forests and land.

**Fergus Ewing MSP**  
**Cabinet Secretary for the Rural Economy**  
**Scottish Government**

Tha e na rùn aig Riaghaltas na h-Alba dèiligeadh ri suidheachadh èiginneach na gnàth-shìde agus na bu thràithe am-bliadhna, ghabh sinn ri molaidhean Comataidh na RA air Atharrachadh na Gnàth-shìde. Tha sinn a-nis air aontachadh ri eimseanan net zero de ghasaichean an taigh-ghlainne ro 2045 aig a' char as fhaide - nas tràithe na nàisean sam bith eile san RA. Bidh coilltearachd ro-chudromach ann an coileanadh na targaid seo, le bhith a' glasadh a-steach mòran carboin ann an craobhan, ùir agus talamh mònach.

Tha mi air leth toilichte a bhith nam Rùnaire Caibineit a thug chan e a-mhàin Coilltearachd agus Fearann Alba gu bhith ann an reachdas air 1 Giblean 2019, ach cuideachd a bhith a' cuideachadh le bhith a' cur a' chiad phlana chorporra aige air bhog. Tha Coilltearachd agus Fearann Alba na bhuidheann-ghnìomha ùr aig Riaghaltas na h-Alba agus tha e a-nis an urra ri bhith a' coimhead às dèidh agus a' stiùireadh choilltean agus fearann nàiseanta na h-Alba, a tha a' còmhachadh mu 9% de thalamh iomlan na h-Alba.

Tha prìomh dhreuchd aig Coilltearachd agus Fearann Alba ann a bhith a' libhrigeadh amasan agus prìomhachasan Riaghaltas na h-Alba airson coilltearachd agus airson stiùireadh fearainn, a' gabhail a-steach barrachd gnìomhachd gus cur an aghaidh èiginn na gnàth-shìde. Gu bunaiteach, bithear a' sùileachadh gun lean a' bhuidheann ùr seo agus an luchd-obrach tàlantach is tionnsgalach aice orra le bhith a' coimhead às dèidh choilltean na dùthcha, a' togail air ceud bliadhna de stiùbhardachd èifeachdach le Coimisean na Coilltearachd ann an Alba. Bidh na stòrasan coille agus fearainn seo a' cumail taic ri obraichean, gnìomhachasan agus bith-beò anns na coimhearsnachdan dùthchail againn, a' cur ris a' bhith-iomadachd agus cruth-tìre againn agus a' solarachadh àiteachan a-muigh às am faigh muinntir an àite agus luchd-tadhail tlachd agus buannachd.

Tha a bhith a' dèanamh teachd-a-steach deatamach ma tha na gealltanasan agus na prìomhachasan sa phlana chorporra seo gu bhith air an toirt gu buil. Bithear a' sùileachadh gum bi Coilltearachd is Fearann Alba ag obair leis na roinnean prìobhaideach, poblach agus leis an treas roinn, a bharrachd air a bhith a' dèanamh com-pàirteachadh le coimhearsnachdan an dà chuid aig an àm seo agus san àm ri teachd.

Tha mi a' cur fàilte air a' phlana seo agus tha mi a' dèanamh fiughair ri bhith ag obair còmhla ri Coilltearachd agus Fearann Alba gus a chuideachadh le bhith a' libhrigeadh a dhleastanas mar glèidheadair choilltean agus fearann nàiseanta na h-Alba.

**Fearghas Ewing MSP**  
**Rùnaire a' Caibineit airson na h-Eaconamaidh Dùthchail**  
**Scottish Government**



# 2

## Introduction to the Corporate Plan

---





## Welcome

This is the first Corporate Plan for Forestry and Land Scotland which sets out our direction of travel for our new organisation and its priorities for the next three years.

We are a new executive agency of the Scottish Government, with the important job of looking after something incredibly valuable to the people of Scotland and its visitors – Scotland's national forests and land. 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 the climate emergency and economic growth.

This is an interesting time. At the time of publication (October 2019) the UK is planning to leave the European Union on or before 31 October 2019, with agreements on the relationship between the UK and EU still to be agreed by the UK Parliament. We are actively working with Scottish Government colleagues to scenario plan for all eventualities.

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 1 April 2019, and is responsible for managing the Scottish Ministers' land<sup>1</sup> 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, this Corporate Plan has been developed with the knowledge, expertise and experience of Forest Enterprise Scotland, our

predecessor organisation. The plan is therefore influenced by 100 years of experience of looking after the national forests and land.

We have a number of priorities for looking after and managing the national forests and land over the next three years. And these are directly aligned to the Scottish Government's Purpose and National Outcomes demonstrating how our activity will contribute to the delivery of 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:

**"Plans will normally cover a period of three years. 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 Corporate Plan, building on the significant consultation undertaken by our Scottish Government colleagues in developing the Forestry and Land Management (Scotland) Act 2018 and the Forestry Strategy 2019-2029.

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

**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 of 'forests and land that Scotland can be proud of.'**

<sup>1</sup> The national forests and land are owned by Scottish Ministers on behalf of the people of Scotland.

# 3

## About Forestry and Land Scotland





**Forestry and Land Scotland (FLS) was established as an executive agency of the Scottish Government on 1 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 land manager, FLS is regulated by a number of regulatory bodies, including the Health and Safety Executive (HSE) and in particular by Scottish Forestry for forestry activities. 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 than some other public bodies, retaining more 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 Statistics<sup>2</sup>.

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. We will do so in a way that embodies the Scottish Government values of 'a society which treats all our people with kindness, dignity and compassion, respects the rule of law and acts in an open and transparent way'.

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<sup>3</sup> and Sustainable Development through their stewardship of the national forests and land.**

---

<sup>2</sup> Provisional Status – to be confirmed after one year of trading.

<sup>3</sup> Scottish Ministers have a legal duty to promote Sustainable Forest Management under the Forestry and Land Management (Scotland) Act 2018.



The work of Forestry and Land Scotland builds upon 100 years of work undertaken by the Forestry Commission, the origins of which are in the First World War and difficulties Britain had meeting wartime demands on timber.

## The story of Scotland's national forests and land

The Forestry Act of 1919 and the need to develop a strategic timber reserve coincided with post-war opportunities to acquire large areas of land, but even before this the government was recognising the need to develop Britain's forest resources.

After the end of World War II in 1945 work began on restoring the national forests. Many newly-acquired felled or neglected woodland were planted, but the availability of land for new

forests was mainly in areas unsuitable for food production, although some of these were not ideal for forestry either.

In the early years of the national forests and land, foresters turned to North America for productive trees that would suit our soils and climate. One in particular – Sitka spruce – became the cornerstone of the Scottish timber-processing industry, supporting thousands of jobs.

The post-war era also saw increased recognition of the need for access and recreation. The public were given a 'right to roam' in state-owned forests and the first Forest Parks were established.

From the 1970s, conservation and amenity issues grew in importance, with a new emphasis on woodland diversity, broadleaves, and creating a sympathetic landscape. For the first time, forests were seen as important wildlife reserves. Also at this time, the value of Scotland's extensive bog habitats started to be recognised, bringing a halt to extensive woodland creation on peatlands.

The story of Scotland's national forests and land over the past 40 years has been one of diversification, as objectives have broadened, continuing to produce timber for the national processing sector and local use, but also to include recreation, community and environmental benefits.



Horse extraction on a steep slope, South Laggan, May 1961



# Our Response to Climate Change

Forestry and Land Scotland is playing its part in responding to the climate emergency, following the announcement of ambitious targets to ensure Scotland becomes carbon neutral by 2040. FLS is using the latest climate predictions to proactively build resilient forests and open land habitats that are future proofed against the increased risks posed by climate change such as more frequent storms and flood events, and new or damaging tree health threats arising from more virulent pests and diseases. This involves adapting the species composition and structure of the woodlands over time to ensure they continue to flourish and sustain their productivity and implementing Natural Flood Management measures in high flood risk water catchments.

Any response to the global climate emergency will involve cutting emissions and capturing carbon. In playing our part we will carefully balance our timber production and replanting programmes to maintain forest productivity; improve the condition of peatland and other degraded soils and habitats; work with the wind and hydro sectors to realise the renewable energy potential on the national forests and land and continue to apply the highest standards of stewardship by maintaining our certification to international standards of sustainable forest management.

Our core aim is to bring about a transformational change across Scotland's 640,000 ha of national forests and land and maximise its contribution to the country's ambitious climate change adaptation and mitigation targets. Scotland's forests and land already make a major contribution to tackling climate change, and our mission is to increase it still further.



### Renewable Energy Development

Forest Enterprise Scotland, our predecessor organisation, paved the way for renewable energy development, and FLS continues this important work, making a sizeable contribution (1.1 GW) to Scottish Government's overall renewable energy targets.

Whitelee Forest is home to Whitelee Wind Farm – the largest on-shore wind farm in the UK. Along with other land owners, FES worked closely with Scottish Power Renewables to enable its construction and following on from this, FLS continues to lease this area to Scottish Power Renewables to generate renewable electricity to Scotland.

The turbines on the land FLS looks after at Whitelee have a total capacity of around 356 Megawatts, producing renewable energy equivalent to powering 219,000 homes. This contribution is roughly one third of the total energy generated by all the wind farms built across the national forests and land. This vast quantity of renewable energy not only helps to improve sustainability in the country and reduce the effects of climate change, but also provides a direct financial benefit to communities.







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

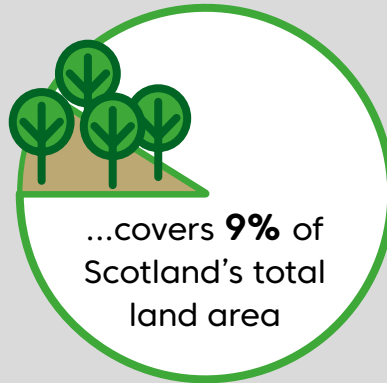
They also accommodate **nine starter farms...**



...and host **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...



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



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

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



...welcomes **10.6 million visits**

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

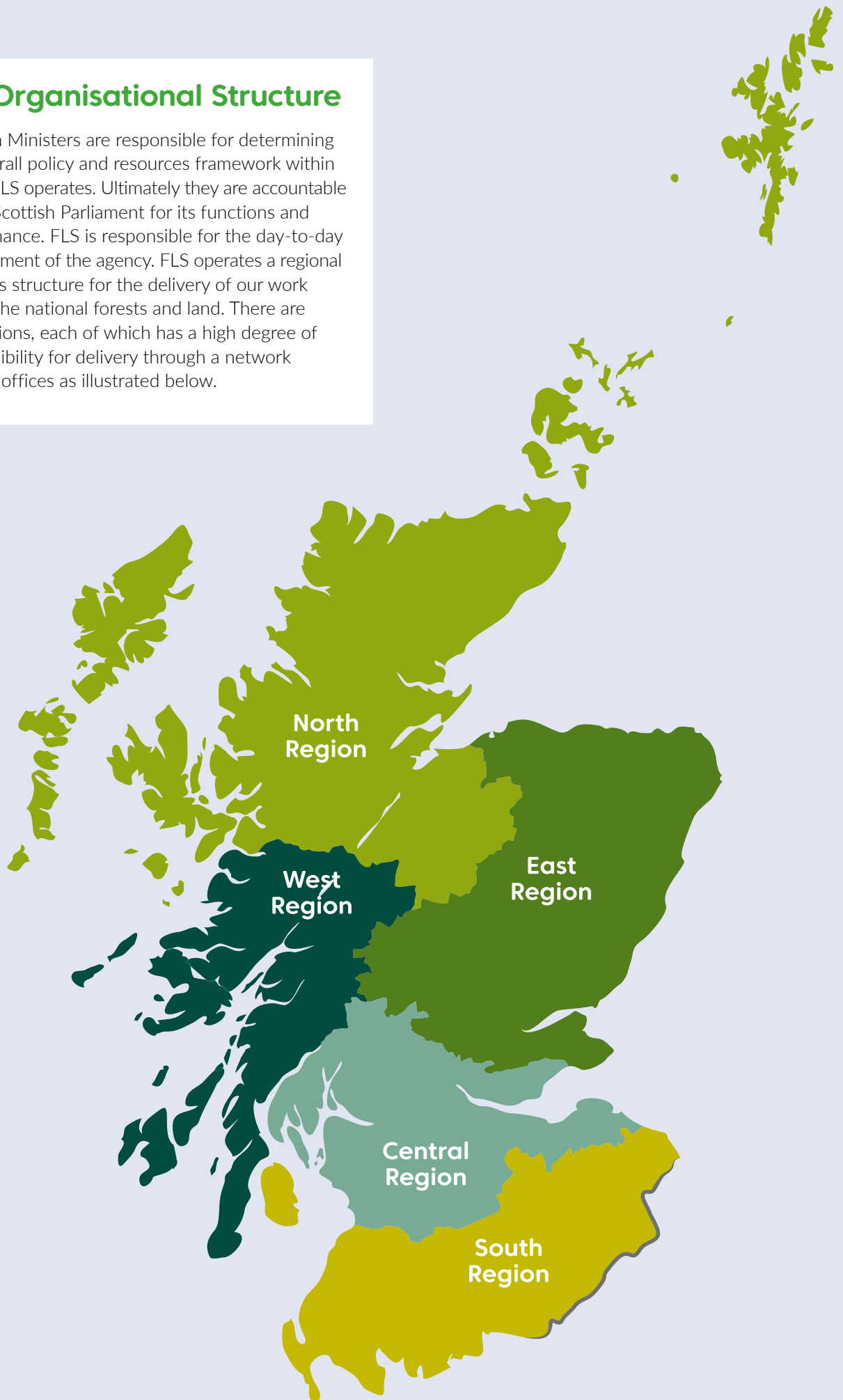


...helps to **improve the physical, emotional and mental well-being** of residents and visitors.



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





At a national level, Forestry and Land Scotland is organised under four functional areas: Land Management, Estate Development, Business Services and Corporate Services.

**Land Management** supports five regional teams by providing national leadership and services relating to Planning; Environment; Technical Services; Timber Marketing and Sales; and Visitor Services and Communities.

**Estate Development** is responsible for managing income and added value opportunities in Scotland's forests and land through Land Agency and Agriculture; Acquisitions and Disposals; Renewables Projects; and Commercial Development.

**Business Services** supports the organisation with a number of core business areas including Finance and Procurement; Digital Services; Human Resources (including Health, Safety and Wellbeing; Learning and Development); Fleet and Buildings; and Records and Data Protection.

**Corporate Services** is responsible for Corporate and Business Planning; Programme and Project Management; Change Management; Communications and Marketing; Corporate Governance and Assurance; managing correspondence with ministers; Freedom of Information requests; Customer Satisfaction; and Complaints.



Collecting leaves and lichen, Faskally, near Pitlochry



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...

---

## FLS Strategic Board

---



**Simon Hodgson**  
Chief Executive



**Graeme Hutton**  
Director of Business Services



**Michael Hymers**  
Director of Corporate Services



**John Mair**  
Director of Estate Development



**Trefor Owen**  
Director of Land Management



**Mark Pountain**  
Non executive advisor



**Lisa Tennant**  
Non executive advisor



**Pamela Zielinski**  
Non executive advisor



...whilst the Executive Team is comprised of the Executive Directors, Regional Managers, Head of Human Resources and Head of Finance and Procurement.

---

## FLS Executive Team

---



**Sallie Bailey**  
Regional Manager, South



**Rosetta Forbes**  
Head of Human Resources



**Simon Hodgson**  
Chief Executive



**Andy Hunt**  
Interim Regional Manager, West



**Graeme Hutton**  
Director of Business Services



**Michael Hymers**  
Director of Corporate Services



**John Mair**  
Director of Estate Development



**Carol McGinnes**  
Regional Manager, Central



**Donna Mortimer**  
Head of Finance  
and Procurement



**Trefor Owen**  
Director of Land Management



**Graeme Prest**  
Regional Manager, North



**John Thomson**  
Regional Manager, East



# 4

## National Policy Context

---





## 4.1 Our Contribution to the National Performance Framework and UN Sustainable Development Goals

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.

### National Performance Framework





FLS will help deliver across all eleven 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

## Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are 'global goals' and targets that are part of an internationally agreed performance framework. All countries are aiming to achieve these goals by 2030. The Scottish Government has linked the National Performance Framework (NPF) to the United Nations Sustainable Development Goals, as both share the same aims and the NPF is Scotland's way to localise and implement the SDGs. We have mapped our contribution to the SDGs under each of our Corporate Outcomes.





## Flooding

The Scottish Government recognises flooding as a major issue that requires a collaborative effort to combat, investing £43 million annually to benefit more than 200 vulnerable locations across Scotland. SEPA's Flood Risk Management (FRM) strategy outlines the locations at most risk and the mitigating actions.

Many flood mitigation measures outlined in SEPA's strategy are based in villages, towns and cities, but natural flood management through well managed forests also has a significant part to play. Forest canopies decrease the amount of rainfall reaching the ground and water that does reach the ground soaks into the soil rather than running off the surface. The presence of trees on banksides and the floodplain helps to further slow flood flows when water reaches streams and rivers. In all our work, such as road building, restocking, and felling, Forestry and Land Scotland acts in line with SEPA's FRM priorities to mitigate potential impacts and protect communities.

As FLS manages 9% of Scotland's land, the design and management of those forests and land is crucial. FLS works closely with SEPA and other partners to consider and understand risks and shares both data and expertise, helping to reduce flooding for Scotland as a whole. With climate change predicted to increase flood risks, this partnership working becomes even more vital.



## 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.

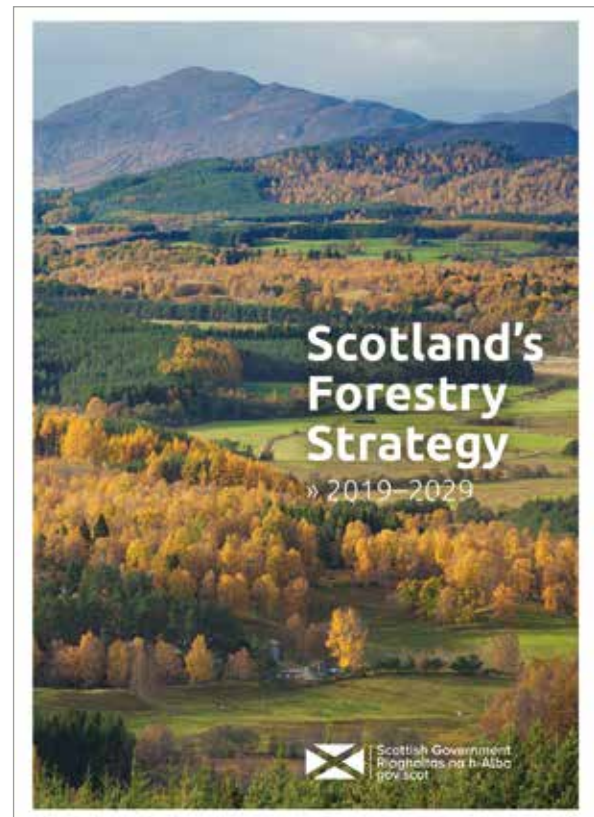
Published in February 2019, the Forestry Strategy signalled the start of a new era for forestry in Scotland and is a keystone of the new statutory and administrative arrangements under the Act. The Strategy sets out a 50 year vision for Scotland's forests and woodland:

**"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 ten 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 ten years. These priority areas form the framework for coordination of Government action and partnership working. These are:

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



## Nevis Forest Masterplan

The transformational Nevis Forest Masterplan is an ambitious programme, facilitating the creation of the Nevis Forest and Mountain Hotel, car park improvements around the Nevis Range Ski Centre and a low-impact accommodation site, to name but a few. Most notably, plans for a 50-cabin development by Forest Holidays are being advanced.

All of these proposed developments are being implemented within a designated tourism area of Leanachan Forest, beneath Ben Nevis. The Masterplan aims to highlight the importance of the forest and recognise its potential as a world-class visitor experience.

The project has provided a platform for sustainable investment, innovation and partnership and has been carefully planned, balancing tourism and business development with the protection of the area everyone comes to enjoy. It's hoped this Masterplan will be delivered over the next five years and will increase the value of forest visits through overnight stays, repeat visits and increased local spend. Not only will it support the local economy of Fort William and the wider Lochaber area, it will generate income for FLS that will be reinvested in looking after Scotland's national forests and land.



## 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 but are not limited to:

- Land Use Strategy 2016-2021
- Economic Action Plan 2018-20
- Climate Change Adaptation Programme
- 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; Health and Safety at Work etc. Act 1974; 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.



We work hard with our partners to control grey squirrel numbers and to plant and maintain the conifer forests across Scotland that red squirrels prefer



## Gordon Robertson: Harvesting and Marketing Worksite Supervisor

The main part of my job is to inspect live harvesting sites in the Highland Perthshire area of the East region. Together with the Harvesting and Marketing Forester, I ensure work plans are adhered to and that staff are working in line with health and safety requirements, so that harvesting and thinning operations are carried out safely and successfully.

Another aspect of my role involves assessing potential harvesting sites, to plan the most effective way to carry out future operations. Any steep ground will require specific equipment to fell trees and the proximity of the site to public roads or power lines will determine if traffic control or power outages will be required to complete the work.

As harvesting is a year-round process, I'm out and about in all weather - which comes with challenges, especially in the winter. But it's all part of the job and I love being outdoors!

Everyone within FLS makes a vital contribution to the mission and vision of the organisation - we're all part of one big team. Inspecting sites is an important job - successful harvesting generates income for FLS which helps the organisation to continue its efforts in providing sustainable forestry to Scotland.



# 5

## Our Vision and Mission

---



Planting fir trees, Clachan of Campsie



## 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.”



Walking amidst the tall trees in Sutherland's Grove, Barcaldine





### Cairngorms Connect

Cairngorms Connect is a partnership of neighbouring land managers committed to a bold and ambitious 200 year vision to enhance habitats, species and ecological processes across 60,000 ha in the heart of the Cairngorms National Park. Forestry and Land Scotland is working in partnership with RSPB, Scottish Natural Heritage and Wildland Limited in this, the largest habitat restoration project in Britain.

The area encompasses an almost connected area of Caledonian Forest, and extends from the marshes along the River Spey up to the Cairngorms mountain massif. A five year work programme has been developed and will include action towards:

- Connecting up the native woodland remnants to create one big Caledonian Forest
- Extending the woodlands uphill to create a natural tree line
- Removal of non-native tree species
- Establishment and restoration of woodland in montane (mountain) areas
- A network of floodplain and peatland restoration
- The development of community volunteering
- More co-ordinated deer management and opportunities for local people to apply for deer management licences
- More co-ordinated survey and monitoring.

The Cairngorms Connect project has been awarded \$5m (USD) by the Endangered Landscapes Programme, a partnership between the Cambridge Conservation Initiative and Arcadia – a charitable fund of Lisbet Rausing and Peter Baldwin.



## Biodiversity

Forestry and Land Scotland is committed to actively furthering the conservation and promotion of biodiversity, and looks after 428 designated habitats and species on sites covering 67,500 ha. The national forests and land are home to many priority protected species such as raptors, black grouse, capercaillie, red squirrel, wildcats and beavers.

FLS works with partners in the conservation, scientific and land management community as part of Scottish Wildcat Action, a national project funded by Scottish Government and Heritage Lottery Fund. Scottish Wildcat Action aims to restore viable populations of Scottish wildcats in the Scottish Highlands, which are coming under threat from hybridisation with feral domestic cats, disease and accidental persecution.



6

# Our Corporate Outcomes

---



Enjoying a day in Cardowan Moss, Easterhouse



Forestry and Land Scotland 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 vision and mission, and ultimately the Scottish Government’s outcomes and purpose.







## Outcome 1: Supporting a Sustainable Rural Economy

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.

### Forestry Strategy Priorities for Action

Improving efficiency and productivity, and developing markets

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

### Other Key National Strategies And Documents

- National Planning framework
- The Scottish Energy Strategy
- National Transport Strategy 2
- Tourism Scotland 2020 (2012)
- Climate Change Adaptation Programme

### Scottish Government National Outcome(s)

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

We value, enjoy, protect and enhance our environment

### Sustainable Development Goals

SDG 07: Affordable and clean energy  
SDG 08: Decent work and economic growth  
SDG 09: Industry, innovation and infrastructure

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 relate to our Rural Economy Outcome. We will help deliver on this priority by:

- Ensuring wood fibre availability from the national forests is predictable
- Supporting efforts to enable the sustainable transport of timber.



## Timber Sales

Scotland's forestry sector contributes nearly £1 billion GVA to the Scottish economy annually and provides more than 11,000 FTE<sup>4</sup> jobs. FLS's main source of income comes from timber sales which helps the agency to be financially sustainable and to reinvest in looking after and managing Scotland's national forests and land.

Within Leanachan Forest spruce, pine, larch and fir aged between 35 and 60 years are felled as part of a long-standing management plan for the area and sold via an established system of contract arrangements to maximise returns.

These contracts provide continued investment into the Scottish rural economy, supporting major businesses like Norbord, BSW and James Jones. The BSW Fort William mill alone provides 300,000m<sup>3</sup> of sawn timber for the construction industry. These businesses have invested over £150 million into the north of Scotland and support hundreds of rural jobs in the forestry, haulage, engineering and processing sectors.

---

<sup>4</sup> FTE – Full Time Equivalent





### **Ray Mundie: Assistant Area Land Agent**

In my role I provide advice to colleagues on a wide range of estate management matters. This can involve liaising with neighbouring landowners to ensure our land management plans accurately reflect boundaries or setting up agreements with utility companies so that they have access to carry out maintenance or installation of cables, pipes, etc.

I also help others to purchase or manage parts of the national forests and land, such as providing assistance to community-based organisations in Scotland to apply through the Community Asset Transfer Scheme. There are also a number of commercial leases that I manage, which are a source of revenue that contributes to the financial sustainability of FLS.

I enjoy what I do – it's incredibly varied and supports FLS to be a high-performing organisation and at the same time, a responsible neighbour and land manager.



### Strategic actions we will deliver under this FLS Outcome over the period 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

### Operational actions for delivery under this Outcome include:

- Managing the national forests and land in accordance with the UK Woodland Assurance Scheme (UKWAS) to ensure that timber and other products produced by FLS are guaranteed to be from a sustainably managed resource
- Developing our forest planning processes to ensure long-term sustainable 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
- 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
- Support the venison processing sector through our deer management
- Working to release value from rural development opportunities for reinvestment in the national forests and land e.g. rural housing
- Bringing opportunities for further renewable energy projects to the market and helping to facilitate the development of projects which achieved planning consent
- Continuing to operate mineral leases across the national forests and land thus providing important minerals to the industry such as Barytes and silica sand
- Work proactively with our tenants and stakeholders to identify potential added-value opportunities
- Continuing to work with Registers of Scotland to ensure the extent of the national forests and land are properly registered in the Land Register and in particular that any title rectifications are highlighted and processed thereby providing reliable and accessible information for all and simplifying land-related transactions going forward.





## Outcome 2: Looking after Scotland's national forests and land

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

### Forestry Strategy Priorities for Action

Ensuring forests and woodland are sustainably managed

Increasing the adaptability and resilience of forests and woodland

Expanding the area of forests and woodland, recognising wider land use objectives

Enhancing the environmental benefits provided by forests and woodland

### Other Key National Strategies And Documents

- Land Use Strategy 2016-2021
- Climate Change Adaptation Programme
- 2020 Challenge For Scotland's Biodiversity
- Our Place In Time: The Historic Environment Strategy for Scotland 2014-2024

### Scottish Government National Outcome(s)

We value, enjoy, protect and enhance our environment

We are healthy and active

### Sustainable Development Goals

- SDG 03: Good health and wellbeing
- SDG 12: Responsible consumption and production
- SDG 13: Climate Action
- SDG 15: Life on Land

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
- Increasing the adaptability and resilience of forests and woodland
- Expanding the area of forests and woodland, recognising wider land-use objectives
- 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 targets<sup>5</sup> set out in the Forestry Strategy. We can also assist in delivering on targets relating to native woodlands<sup>6</sup> 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.



### Independent certification of sustainable forest management<sup>7</sup>

The UK Woodland Assurance Standard (UKWAS) is the independent certification standard and audit protocol for verifying sustainable woodland management in Scotland and the rest of the UK.

UKWAS combines the government requirements set out in the UK Forestry Standard with those of the Forest Stewardship Council (FSC) and Programme for the Endorsement of Forest Certification (PEFC), the two independent internationally recognised voluntary certification schemes operating in the UK.

A harvester machine saws through a felled larch tree. Romach Hill, near Forres, Moray

<sup>5</sup> Increase forest and woodland creation to 12,000 ha per year from 2020/21

<sup>6</sup> Increasing the amount of native woodland in good condition; creating 3,000-5,000 ha of new native woodland per year; and restoring approximately 10,000 ha of new native woodland into satisfactory condition. (<https://www.gov.scot/publications/scotlands-forestry-strategy-20192029/>)

<sup>7</sup> Taken from Scotland's Forestry Strategy 2019-2029.



### Peatland Restoration

The restoration of degraded peatlands has the potential to safeguard ecologically important habitats whilst also delivering significant carbon storage and climate change mitigation benefits. Forest Enterprise Scotland restored more than 6,000 ha of peatland habitats over the last five years. Forestry and Land Scotland is building on this experience, and with the support of the Peatland Action Fund, we will continue to deliver increasingly significant programmes of restoration work each year.

Following the completion of a survey of all the open land habitats on the national forests and land, FLS is now developing an ambitious programme to restore all the peatland on this area by 2045 in support of the Scottish Government's net zero emissions target. This is all part of our work to plan and deliver nationally significant landscape scale restoration that maximises carbon storage and capture through creating an optimal balance of forest and open land habitats.



Tree harvesting at South Corries – this work was undertaken using specialist machines and techniques which enable more timber (and brash) to be removed from the site leaving it in a better condition for restoration



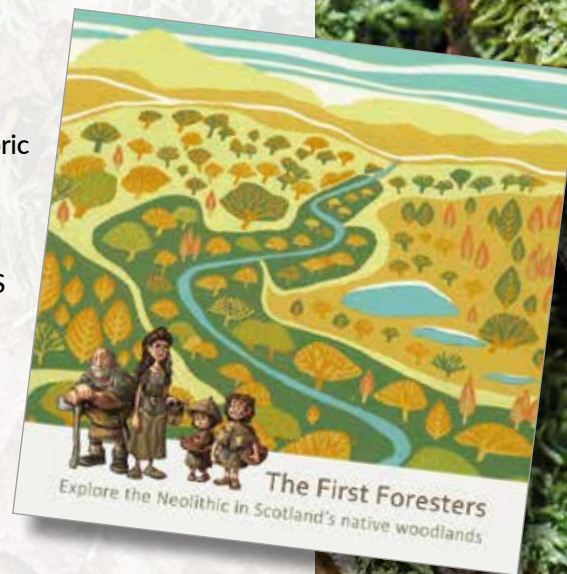
## The First Foresters

From ancient hillforts and medieval tower-houses to abandoned townships and coastal tank traps, Forestry and Land Scotland looks after a unique and valuable collection of historic sites within the national forests and land.

Through archaeological investigation, improving access, outreach and learning, FLS encourages people of all ages to be inspired by Scotland's rich cultural heritage, and by the historic environment all around us.

FLS recently co-authored a free-to-access learning resource, 'The First Foresters', which combines archaeological discussion, creative indoor activities and practical outdoor learning.

Created in partnership with Archaeology Scotland, this learning resource aims to help teachers and youth group leaders explore the Neolithic as part of teaching and learning in People, Past Events and Societies, Religious and Moral Education, Mathematics, and Sciences. It links today's native woodlands, the ancient wildwood of the past and the Neolithic pioneers who ventured into it over 6000 years ago.





### Strategic actions we will deliver under this FLS Outcome over the period 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
- Maintaining UKWAS certification
- Reviewing and implementing a refreshed Deer Management Strategy to reduce the impact of browsing damage on forest and open habitats on the national forests and land
- 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.

### Operational actions for delivery under this Outcome include:

- Managing the national forests and land to further the conservation and enhancement of biodiversity
- Maintaining and enhancing our work on peatland restoration
- Collaborating with partners on integrated landscape-scale approaches to habitat management and restoration
- Taking specific conservation action for vulnerable priority species (e.g. red squirrel, capercaillie, black grouse)
- Delivering an increased contribution towards 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 reduce the rate of expansion of *Phytophthora ramorum*<sup>8</sup>

<sup>8</sup> *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. (Forest Research: <https://www.forestresearch.gov.uk/tools-and-resources/pest-and-disease-resources/ramorum-disease-phytophthora-ramorum/>)



## Supporting Scotland's Beavers

In May 2009 the Scottish Wildlife Trust and Royal Zoological Society of Scotland (RZSS) partnered with Forest Enterprise Scotland to trial the release of the first wild beavers in Scotland in over 400 years. It was the largest trial of its kind in Europe and aimed to help the Scottish Government make an informed decision on the future of the species in Scotland. A report which monitored the impacts of beavers on the surrounding environment was carried out by Scottish Natural Heritage. In 2016 the decision was made to allow beavers to permanently remain in Scotland, and in February 2019, they were legally listed as a European Protected Species.

Forestry and Land Scotland is proud to continue to be a part of this programme, helping to make the environment more ecologically balanced. We provide the public land in which the beavers now live, whilst continuing to partner with RZSS and the Heart of Argyll Wildlife Organisation to monitor the beavers' activity. We also lease a visitor centre near Loch Banluasgan in Argyll and Bute for the provision of public engagement activities like guided walks, which has proven really popular.







## Outcome 3: National forests and land for visitors and communities

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.

### Forestry Strategy Priorities for Action

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

### Other Key National Strategies And Documents

- 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)
- National Standards for Community Engagement

### Scottish Government National Outcome(s)

We are healthy and active

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

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

### Sustainable Development Goals

- SDG 03: Good health and wellbeing
- SDG 04: Quality education
- SDG 05: Gender equality
- SDG 10: Reduced inequalities
- SDG 11: Sustainable cities and communities



## Tots in Trees

Being active and getting outdoors regularly is a great way to keep healthy and physically fit. It can also play an important role in mental wellbeing. Forestry and Land Scotland works with a range of communities to encourage them to visit local forests and woodlands to enjoy first-hand the wellbeing benefits that woodlands can offer.

The Central Region Visitor Services Team have been working in partnership with Fife Council to deliver a programme of activity to children and families from the Banllingry area<sup>9</sup>. The objective of the programme is to provide a timetable of events throughout school holidays in the local area, particularly to families being supported by Fife Council's Family and Community Support Service, which allows families to acquire new skills, grow in confidence in an outdoor setting and try new activities as a family.

The events were held in woods close to the local area to allow ease of access, including Benarty Wood, Blairadam Forest and Devilla Forest. The activities included messy forest play, den building, arts and crafts with natural objects such as cones, sticks and leaves, outdoor cooking and overnight campouts which involved setting up tents, pond dipping and blueberry foraging. For some participants, the campouts were the first time away from home.

As a result of the programme, staff from the Council have noted improvement in communication between family members, and a change in the attitude that parents have to supervising their children. Children have been given more personal space to explore, discover and develop their interests.

---

<sup>9</sup> (Datazone within the 5% most deprived according to the Scottish Index of Multiple Deprivation 2016)



### **Katie Jarvis: Area Visitor Services Manager**

What I do is all about enabling the best visitor experience. My work varies every day from managing the inspection and improvement of the walking, mountain biking and horse riding trails, working on recreation events and litter picking in the forest.

New trails really excite me. When the trees at the top of Cardrona Forest were felled, we built a new walking trail as soon as we could as there are amazing 360 degree views. It's great to see people buzzing on the trails – I love hearing a happy public!

Forestry and Land Scotland has created an outdoor playground for all ages in the Tweed Valley. As an international destination for mountain biking, Scotland's national forests and land provide a phenomenal network of trails that attract tourists, putting Scotland on the map. Additionally, lots of kids in the local area are mountain bike orientated, with about four mountain biking clubs all using our trails. It really is a breeding ground for the future Scottish stars in the mountain bike world.

What I do for FLS has many positive lasting effects. Through the legacy of trails FLS is leaving, we're delivering on the Scottish Government's strategy for wellbeing by allowing the opportunity for outdoor access and creating places for people to enjoy.





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 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<sup>10</sup> mountain biking.

But it's not just about rural areas and adventure sports. We also maintain lots of urban woodlands, including Cuningar Loop Woodland Park in the heart of Glasgow, meaning that wherever you are, a gentle stroll or woodland adventure is never far away.

Scotland's national forests and land host around ten million visits each year but we are striving to make forests and visitor experiences more accessible to everyone. Our work such as school visits and events encourages people from all backgrounds and communities to enjoy and benefit from the 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 is Scotland's largest land manager and therefore we are in a unique position with regard to the Scottish Government's land reform commitments. We have a particular role in encouraging local communities to consider opportunities to own, lease or use land. We work actively with every community that wants to get more involved in their local forest or woodland. 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 ensure 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. This also ties in with our corporate outcome on the rural economy.

FLS will also take steps to increase the diversity of communities benefitting from forests and woodland including those from protected characteristic groups, care experienced and/or from different socioeconomic backgrounds.

**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 the land.**

<sup>10</sup> The 7stanes are world-class mountain biking centres that span the south of Scotland. Their award-winning trails offer some of the best mountain biking in the country and attract riders from all over the UK and beyond.





A walk along the banks of River Affric, Glen Affric

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

- Developing and implementing a Communities Strategy
- Developing and implementing a Visitor Services Strategy
- Developing a strategic approach to involving volunteers in our forests
- Actively encouraging the participation/visits to the national forests and land by people who are care experienced, of low socioeconomic status and/or from protected characteristic groups.

#### Operational 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
- Enabling outdoor learning and encouraging schools and community groups to make use of the national forests and land
- Facilitating renewable energy opportunities in order to encourage community benefits
- Incentivising renewable developers to offer community ownership opportunities in renewable energy developments on the national forests and land
- Continuing to engage communities in decisions relating to the management of the national forests and land
- Continuing to support community empowerment by enabling communities to make use of the national forests and land to benefit their communities



### Bringing land managers and bikers together

Scotland has a world-wide reputation for mountain biking and Forestry and Land Scotland has been instrumental in this success.

With a boom in biking taking place, the health and safety of visitors is paramount. Even more so now that many unauthorised trails have been built by enthusiastic mountain bikers. In a bid to offer safer trails and to build closer links with the mountain bike community, we have joined forces with the Tweed Valley Trails Association (TVTA) biking charity.

Under a new ground breaking agreement, the TVTA have been given the go-ahead to manage and maintain a number of the most heavily used unauthorised trails in the Tweed Valley. The agreement is being carried out on a pilot basis and will enable the charity to raise their own funds to manage the trails using the best trail building practices available.

The development has been warmly welcomed by the biking community and aims to help bring land managers and bikers closer together.





## Outcome 4: A Supportive, Safe and Inclusive Organisation

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.

### Forestry Strategy Priorities for Action

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

Improving efficiency and productivity, and developing markets

### Other Key National Strategies And Documents

- Scottish Government People Strategy
- Forestry Industry Safety Accord (FISA)
- Fair Work Convention

- Scottish Government Equality Outcomes & Mainstreaming Report 2017-2021
- Workforce Scotland – Collaborative Initiative

### Scottish Government National Outcome(s)

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

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

### Sustainable Development Goals

- SDG 03: Good health and wellbeing
- SDG 04: Quality education
- SDG 05: Gender equality
- SDG 08: Decent work and economic growth
- SDG 10: Reduced inequalities

We are extremely fortunate to have a proud and committed workforce, so it is vital that we ensure that our workplaces are supportive, safe and inclusive. We have a wide range of occupations across FLS:

**Administrators, archaeologists, bridge engineers, civil engineers, community and education rangers, community and rural development coordinators, data specialists, ecologists, environment and heritage managers, foresters, forestry machine operators, graphic designers, human resource specialists, IT specialists, landscape architects, marketing managers, media specialists, programme and project specialists, surveyors, tree nursery operatives, visitor assistants, wildlife rangers and lots more...**



## Claire Blakeley: Deputy Head of Human Resources

People are the heartbeat of this organisation and Human Resources is there to support their fair treatment, in line with Civil Service core values of integrity, honesty, objectivity and impartiality. Part of my role is to ensure we get the best out of our current people, as well as looking ahead to recruit future talent.

As a new agency, Forestry and Land Scotland has an opportunity to do things differently. One of the biggest improvements needed to attract new talent is through the language used when recruiting. Through advertising a job in FLS, it's important potential candidates see themselves in that role

with the words used, regardless of gender, sexual orientation or background. Diversity and inclusion is a golden thread that runs through everything FLS does, so our language must reflect that – we want FLS's workforce to be representative of Scotland's population.

Every role in FLS is vital to managing the forests and land. We aren't all employed in typical forestry or land management roles, but all staff contribute to the agency's vision, so it's about getting the best talent to do that. The work I do therefore supports the ambitions of FLS, of the Scottish Government and of people who live in Scotland, now and in the future.





### Removing Barriers for Women in Forestry

Forestry and Land Scotland are dedicated to achieving a gender balanced workforce and removing barriers women face in the forestry industry.

In June 2019, FLS welcomed four female students to complete a three-month work placement, in partnership with Equate Scotland, the national expert in gender equality throughout the STEM (Science, Technology, Engineering and Mathematics) sectors. Equate Scotland enables women in the STEM sectors to develop their careers, by supporting them and their employers through recruitment, retention and progression. FLS is building on the partnership, first established by Forest Enterprise Scotland in 2016 to continue to offer placement positions, allowing students to gain experience and make valuable industry connections.

During her placement, Environmental Biology student Hannah Humphreys worked closely with FLS Wildlife Ecologist Kenny Kortland on a wide range of ecology projects, developing skills and gaining experience to aid her future studies and career. Placements such as these provide insight into the barriers women face so we can work to overcome them, encouraging more women into forestry in the future.





## We recognise the importance of developing our workforce to ensure their knowledge and skills continue to develop and provide rich and exciting careers.

Traditionally, employment in forestry has been male-dominated and perceived as a practical, outdoors, and physical role and our current workforce is reflective of this. We aim, however, to have an inclusive, 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, retention and promotion to enable under-represented groups to be represented at all levels of the organisation; and, by developing policies and interventions such as flexible working to ensure inclusion is at the heart of our changing culture.

We are working with partners in education such as Scotland's Rural College (SRUC) and the University of Highlands and Islands (UHI) to develop the next generation of foresters and land managers with our Apprenticeship Programme. Going forward, we will be providing further opportunities for students and graduates.

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 of good health and safety practice 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, mental health and wellbeing;
- Promote healthier lifestyles, benefitting workforce health;
- Foster a strong health, safety and welfare culture with those we work with.



FLS staff together with Equate Scotland work placement students from 2019



By developing a culture that encourages openness, staff will feel more able to talk about their mental health, encouraging others to do so and support each other with empathy and understanding. We also encourage a culture of openness, where employees feel confident to raise concerns about potential wrongdoing and this is supported by our Whistleblowing policy.

We are 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.

#### Strategic 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, delivered through 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, mental health and wellbeing
- Using targeted positive action measures to try to increase the diversity of our workforce
- Considering where we can adapt our processes to meet and exceed our Corporate Parenting obligations<sup>11</sup>

#### Operational actions for delivery under this Outcome include:

- Workforce planning to support effective matching of priorities and resources now and in the future
- 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.

<sup>11</sup> FLS is a Corporate Parent and has legal obligations under the Children and Young People (Scotland) Act 2014



A man, Andy Sloss, is standing in a forest, smiling. He is wearing a red and black high-visibility jacket, dark cargo pants, and a red helmet with a headlamp. A mobile phone is clipped to his belt. In the background, other workers in similar gear are visible, and a yellow warning sign is posted on the left. The forest is lush with green and yellowing foliage.

## Andy Sloss: Health and Safety Advisor

My team are key in supporting and promoting the health, safety and wellbeing of our staff. As an advisor for the West and Central Regions, and Perth & Argyll and Central Conservancies of Scottish Forestry, I carry out a variety of jobs, including redeveloping forestry-related guidance, providing legislative advice to colleagues, and investigating any incidents and accidents to learn and prevent reoccurrence.

Working in the forestry industry often involves doing dangerous jobs in difficult environments which requires supporting and developing the competency of our staff. As a very driven and innovative organisation with long-serving employees, I work collaboratively with those who have years of knowledge and experience to find the solutions that will help to make our forests and land safe places to be.

But my work isn't all directly forestry-related. Mental health and the wellbeing of all our staff is really important and we're talking about it a lot which is great. I have the opportunity to be the eyes and ears for a lot of important issues within the organisation - to educate and improve how we do things, looking out for people and sending employees home safe and well at the end of the day.





## Outcome 5: A High Performing Organisation

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

### Forestry Strategy Priorities for Action

Improving efficiency and productivity, and developing markets

### Other Key National Strategies And Documents

- Programme for Government

### Scottish Government National Outcome(s)

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

### Sustainable Development Goals

- SDG 05: Gender equality
- SDG 08: Decent work and economic growth
- SDG 09: Industry, innovation and infrastructure

All public bodies in Scotland, including FLS, 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 Status<sup>12</sup>. 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, estate management and other income raised by FLS. Income raised goes back into the management of the national forests and land. This makes us unique compared to 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 organisation 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 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 established by our predecessor organisation, Forest Enterprise Scotland (FES).

We recognise that we need to work in partnership and collaboration with a wide range of organisations across the public, private and voluntary sectors to effectively look after and manage the national forests and land. We will build on the work already undertaken by FES and continue to build, develop and maintain effective partnerships and networks to ensure we can deliver on our Corporate Outcomes and also contribute to the delivery of the Scottish Government Purpose and National Outcomes.

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.

<sup>12</sup> Provisional Status – to be confirmed after one year of trading



## Peter Terrell: Regulated Procurement Officer

In my role I support colleagues to procure goods, services and works. This could be anything from purchasing trees for planting, to appointing a creative agency or building new roads for transporting harvested timber. The majority of our suppliers are Scotland-based and are small and medium enterprises which is a great contribution to Scottish employment. We look to work with suppliers and organisations who offer fair work practices and local community benefits, consistent with Scottish Government objectives.

It's my job to ensure our tenders comply with Procurement legislation and we contract with suppliers who will deliver the best value goods, services and works sustainably. I work on a variety of tenders with dedicated people from across the organisation.

It's a hugely interesting job, and in such a fascinating industry, I learn something new every day. The environment I'm helping to create will be an asset to Scotland for generations to come.





### Pushing the boundaries of modern forestry practice

Forestry and Land Scotland is at the forefront of exploring how technology in its widest sense can be used to realise efficiencies in forest management. As an example FLS is collaborating with CivTech®, the Scottish Government's technology programme which brings together public sector expertise and private sector creativity to solve real problems.

Planting more trees is fundamental to Scotland's response to the climate emergency, as well as further growing Scotland's £1billion forestry sector and building confidence for inward investment into Scotland's wood processing sector. All this depends on there being a sufficient supply of viable tree seeds to establish more woodland – not always easy to do when seed production is erratic from year to year and when as much as two thirds can be lost to natural causes e.g. predation, weed competition, drought or simply a failure to germinate.

Through collaborating with individual entrepreneurs, businesses, universities and stakeholders via CivTech® we hope to find innovative technological solutions. This might involve solutions that use automation, robotics, imaging technology and physical or chemical treatments to optimise the use of precious seed stocks collected from Scotland's seed orchards. The innovative solutions that FLS seeks to identify in this collaboration will benefit forestry tree nurseries in both the public and private sector.





### Strategic 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
- Increasing the proportion of electric vehicles to 10% of the FLS fleet by 2021
- Reviewing, developing and implementing a number of strategies and plans in relation to business improvement (e.g. Procurement Strategy, Digital Strategy)

### Operational 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 FLS Strategic Board and responding to Ministerial enquiries and Freedom of Information requests
- Providing a range of services to Scottish Forestry, including a Human Resources 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

## Diversity and Inclusion

---



A rainy stroll with friends in Larbert Woods



Diversity and Inclusion is inherent in all that we do in Forestry and Land Scotland 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 and inclusion into everything that we do by identifying and removing barriers, enabling us to build a more inclusive organisation, services and facilities.



FLS staff member, Eve Schulte, preparing to climb up to ring juvenile birds of prey, with assistance from her colleague Tony Lightley

As a new executive agency we are required to meet the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. We aspire to not only meet, but exceed our legal obligations. 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 31 March 2021.

We are working with partners including Equate Scotland and Developing the Young Workforce (DYW) to change the profile of our workforce.

We recognise that we need to be more inclusive, to support individuals with protected characteristics and will focus initially on encouraging more women to apply for certain occupational groups and leadership roles. We recognise that we have an ageing workforce and so we are also taking steps to encourage more young people to work in the organisation. In addition, we are working hard to improve the accessibility of the forests and land that we manage by working with partners such as Euan's Guide, the disabled access review site.



### FLS New Apprentices

FLS is committed to bringing in new talent to support the work on our national forests, land and across the business as a whole. We are committed to investing and supporting the skills of our workforce now and in the future. A key part of this is our approach to apprenticeships. We have three apprenticeship programmes currently in place within FLS with a total of 19 apprentices. These include two trees and timber apprenticeships in

the North and South Regions. We also have a Forest Machine Operator apprenticeship which is a partnership apprenticeship with the industry.

It is intended to review and assess how further work based learning opportunities across a broader range of apprenticeship and placements will support the business going forward across forestry and non-forestry disciplines.



FLS apprentices Javin Hannah and Sabrina Smith with Mairi Gougeon MSP, Minister for Rural Affairs and the Natural Environment (centre)





## Enhancing access for visitors

Forestry and Land Scotland is committed to making our forests and land accessible to everyone wherever possible. This commitment is taken forward by improving paths and entranceways but also by actively promoting the use of woodlands and their benefits to all. We work with a wide range of groups, across different ages, abilities and backgrounds.

Our Woodland Activity Programme in the Forth Valley helps those with early stage dementia visit a woodland every week to take part in a variety of woodland crafts and activities, offering participants a chance to increase their self-confidence and feel engaged with the community. The programme started in 2014 at Callendar Wood, Falkirk, and was developed using research on the benefits of being within a woodland surrounding. The programme was recently awarded 'Best Dementia Friendly Community Initiative' at the 2019 Scotland's Dementia Awards.

In 2018, Forest Enterprise Scotland and Forestry Commission Scotland hosted the inaugural 'Pride Outside' event in Auchenshuggle Woods, Glasgow. The event brought the LGBTQI+ community together along with family, friends and the local community to learn about the health and wellbeing benefits of spending time in woodlands, and featured a range of free activities including workshops, bush craft and foraging and marshmallow toasting by a campfire.

We have also developed bespoke guided walks for people who were under the care of a spinal injuries recovery unit in Easterhouse, Glasgow. An interactive walk and guided meditation were provided as a sensory way to connect with the natural world.

FLS will continue to work on initiatives such as these so that people in our communities from all backgrounds can have the opportunity to explore and benefit from the national forests and land.

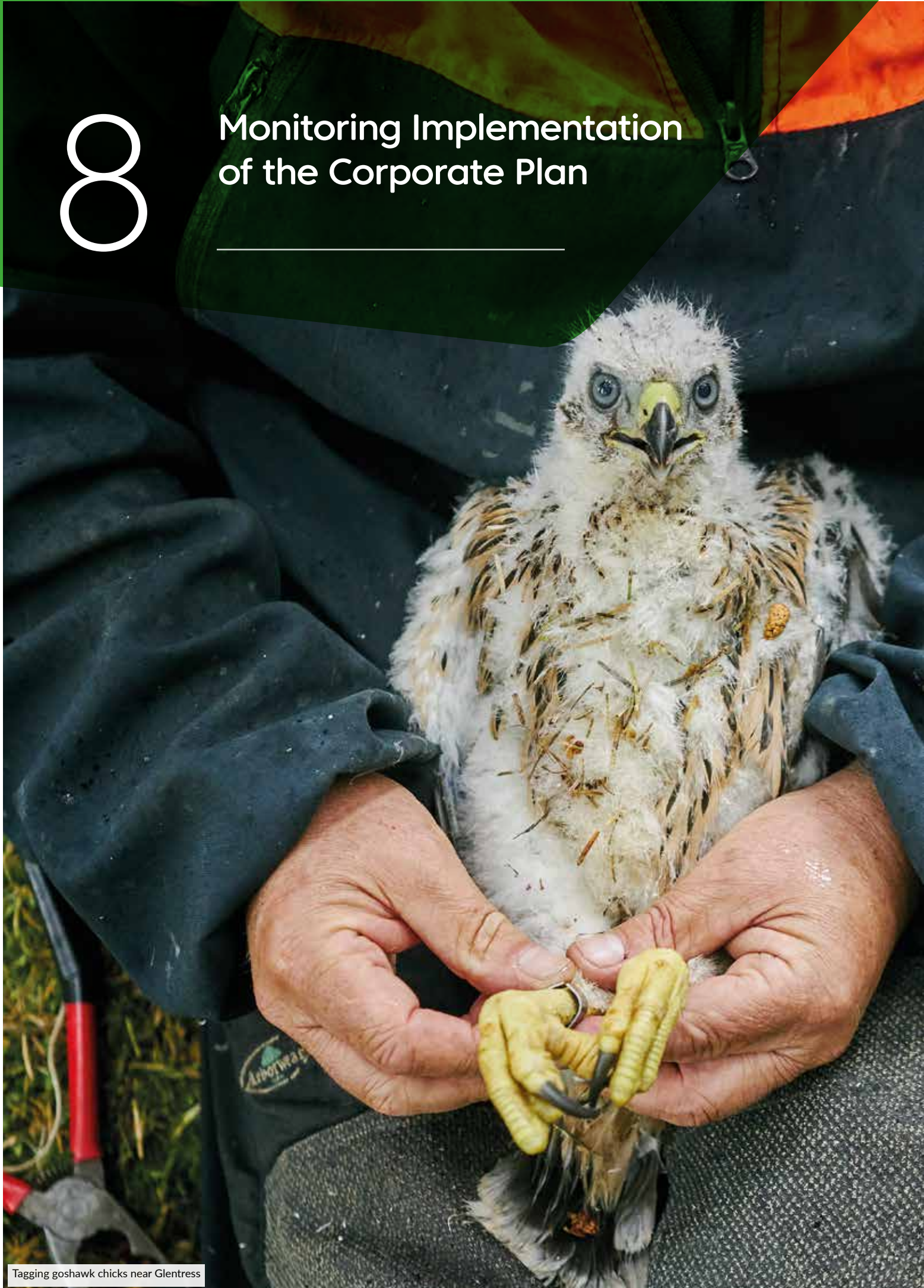
Alison Watson, a member of the 200th Branching Out group, and Branching Out Manager Nathalie Moriarty from Scottish Forestry, at Silverburn Park in Leven, Fife. Branching Out is a Forestry and Land Scotland led programme developed to help people with mental health issues



# 8

## Monitoring Implementation of the Corporate Plan






---



Tagging goshawk chicks near Glentress



We have developed a series of Key Performance Indicators (KPI). These will help us track, measure and manage performance and progress against our Corporate Outcomes. The KPIs are as follows:

Outcome	Key Performance Indicator	Target (19/20)
 <b>Supporting a Sustainable Rural Economy</b>	Volume of Timber Brought to the Market	3224k m3 obs (+/- 5%)
	Area of Land Awaiting Restocking	Reduce by 814 ha
 <b>Looking after Scotland's National Forests and Land</b>	Area of Woodland Creation	400 ha
	Area of high conservation value forests and land	Maintain
	Percentage of Notified Features on Designated sites in favourable (or unfavourable recovering) Condition	94%
 <b>Scotland's National Forests and Land for People</b>	Visitor Centre net promotor score	70 NPS
	Number of community groups engaged in recognised partnerships, agreements	90
 <b>A Supportive, Safe and Inclusive Organisation</b>	Percentage of women/female in senior roles (SCS -PB 4)	Increase from 18/19 total
	Ratio of near miss reporting to total accidents and incidents reported	Increase on 18/19 figures
	Staff Engagement: Percentage of employees who would recommend FLS as a great place to work	New baseline to be established in 19/20
	Average number of working days lost per FTE	Reduce from 18/19 total
 <b>A High Performing Organisation</b>	Maintain UKWAS Certification	UKWAS Certification is maintained
	% 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 (MACCS) queries responded to within agreed timescales	95%
	Percentage of complaints closed at frontline resolution stage (stage 1) within 5 working days	80%

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 first two years of delivery 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.



# 9

## Resourcing Our Plan

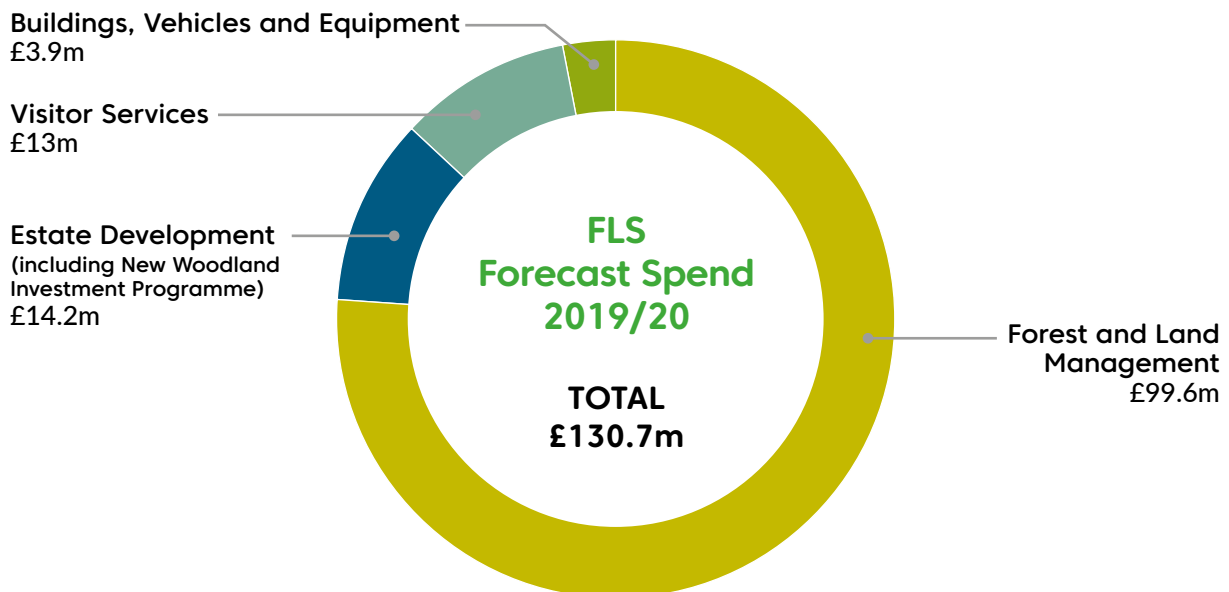
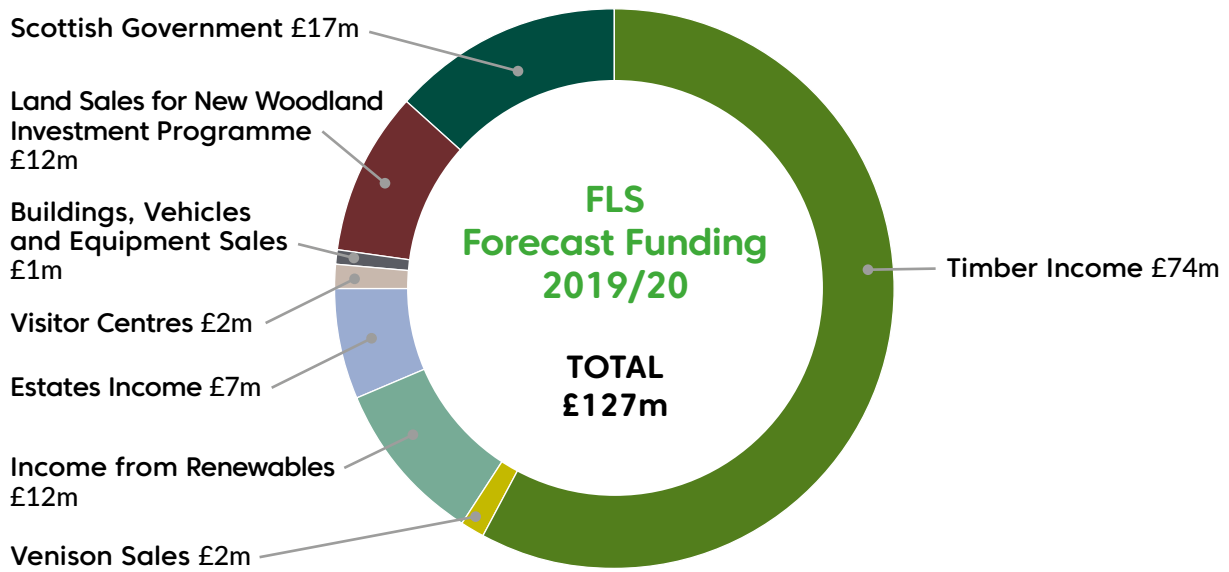




As set out throughout the Corporate Plan, we are unique from most other public bodies in that we self-generate a large proportion of our funding to support the management and development of the national forests and land. This is primarily through commercial trading activities such as the sale of timber, renewables, recreation, venison and leases.

We use this money to reinvest in activities such as woodland expansion but to essentially secure the future sustainability of the national forests and land. In addition we receive Scottish Government funding.

## Financial Resources



Any deficit from planned spend is met from FLS reserves.



# 10 Reporting Progress

---



Camping at Glentool



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.

---

## Further Information

Further information on this Corporate Plan can be requested by contacting the Corporate Services Team using the following details:

Forestry and Land Scotland  
Inverness Business Park  
1 Highlander Way  
Inverness  
IV2 7GB

Telephone: 0131 370 5541

Email: [enquiries@forestryandland.gov.scot](mailto:enquiries@forestryandland.gov.scot)

Website: [www.forestryandland.gov.scot](http://www.forestryandland.gov.scot)



Capturing the view at Loch Trool, Galloway



A

Annex





Outcome	Forestry Strategy Priorities for Action	Other Key National Strategies and Documents	Scottish Government National Outcome(s)	Sustainable Development Goals
<p>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.</p>	<p>Improving efficiency and productivity, and developing markets Engaging more people, communities and businesses in the creation, management and use of forests and woodland</p>	<ul style="list-style-type: none"> <li>National Planning framework</li> <li>The Scottish Energy Strategy</li> <li>National Transport Strategy 2</li> <li>Tourism Scotland 2020 (2012)</li> <li>Climate Change Adaptation Programme</li> </ul>	<p>We have a globally competitive, entrepreneurial, inclusive and sustainable economy We value, enjoy, protect and enhance our environment</p>	<p>SDG 07: Affordable and clean energy SDG 08: Decent work and economic growth SDG 09: Industry, innovation and infrastructure</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 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</p>	<ul style="list-style-type: none"> <li>Land Use Strategy 2016-2021</li> <li>Climate Change Adaptation Programme</li> <li>2020 Challenge For Scotland's Biodiversity</li> <li>Our Place In Time: The Historic Environment Strategy for Scotland 2014-2024</li> </ul>	<p>We value, enjoy, protect and enhance our environment We are healthy and active</p>	<p>SDG 03: Good health and wellbeing SDG 12: Responsible consumption and production SDG 13: Climate Action SDG 15: Life on Land</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"> <li>Active Scotland Outcomes Framework</li> <li>Scottish Land Rights and Responsibilities Statement</li> <li>Culture Strategy 2018 (Draft)</li> <li>SG Equality Outcomes and Mainstreaming Report 2017-2021</li> <li>Tourism Scotland 2020 (2012)</li> <li>National Standards for Community Engagement</li> </ul>	<p>We are healthy and active We live in communities that are inclusive, empowered, resilient and safe We are well educated, skilled and able to contribute to society</p>	<p>SDG 03: Good health and wellbeing SDG 04: Quality education SDG 05: Gender equality SDG 10: Reduced inequalities SDG 11: Sustainable cities and communities</p>
<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>Engaging more people, communities and businesses in the creation, management and use of forests and woodland Improving efficiency and productivity, and developing markets</p>	<ul style="list-style-type: none"> <li>Scottish Government People Strategy</li> <li>Forestry Industry Safety Accord (FISA)</li> <li>Fair work Convention</li> <li>Scottish Government Equality Outcomes &amp; Mainstreaming Report 2017-2021</li> <li>Workforce Scotland - Collaborative Initiative</li> </ul>	<p>We are well educated, skilled and able to contribute to society We have thriving and innovative businesses, with quality jobs and fair work for everyone</p>	<p>SDG 03: Good health and wellbeing SDG 04: Quality education SDG 05: Gender equality SDG 08: Decent work and economic growth SDG 10: Reduced inequalities</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"> <li>Programme for Government</li> </ul>	<p>We have thriving and innovative businesses, with quality jobs and fair work for everyone</p>	<p>SDG 05: Gender equality SDG 08: Decent work and economic growth SDG 09: Industry, innovation and infrastructure</p>









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







Forestry and  
Land Scotland  
Coilltearachd agus  
Fearann Alba

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

If you need this publication in an alternative format please contact [enquiries@forestryandland.gov.scot](mailto:enquiries@forestryandland.gov.scot)

Published by – Forestry and Land Scotland – October 2019  
© Crown Copyright 2019

All photography from Forestry and Land Scotland picture library unless otherwise stated.  
Designed by Design and Visitor Services, Forestry and Land Scotland.

DVP-200-JTCP-OCT 2019

[forestryandland.gov.scot](http://forestryandland.gov.scot)