

Forest Enterprise Scotland (FES) Management Board Meeting

27 April 2017

Attendees:

Simon Hodge, Chief Executive
Trefor Owen, Head of Land Management
Michael Hymers, Head of Corporate Support
Michael Ansell, Head of Estates Development
Donna Mortimer, Head of Finance and Procurement
Alan Stevenson, Head of Community and Visitor Services
Rosetta Forbes, Head of HR Scotland
Rhondda Salmond, Secretariat

Apologies:

Brent Meakin, Head of Business Services
Nicol Sinclair, Head of Business Services (Acting)

Others:

Andy Fletcher/Shona Adam/Colin Pielou (Item 4)
Sylvi Kerr (Item 5)
Alison Kennedy (Item 8)

1. Minutes of last Meeting 23 March 2017

The FESMB agreed that the record of 23 March 2017 was held to be a true and fair reflection of the meeting.

2. Action Points and Matters Arising

Ref:	Action	Who	Target Date
12/04	Bring a further developed Built Asset Management Strategy to FESMB in the new year.	NS	19 May 2017
3/03	Provide update to FESMB following 2016/17 VAT Reconciliation exercise.	DM	18 Aug 2017
1/04	Internal Communications Manager to deliver future FESMB session on energising communications messages.	PC	21 June 2017
2/04	Function leads to identify priorities for investing income reserves to improve the National Forest Estate as part of long term financial planning.	All	19 May 2017
3/04	Function leads to promote the use of the FC Scotland Newsfeed and Blog	All	12 May 2017
4/04	Weekly "Hot Issues" meeting to consider content of FC Scotland Newsfeed and Blog	All	8 May 2017
5/04	Submit Smarter Working project brief to FESMB for consideration alongside the wider change management portfolio	AF	19 May 2017

Ref:	Action	Who	Target Date
6/04	Issue draft 'New Agency' project brief, including themes from operating vision, to FESMB for comment.	SK	27 April 2017
7/04	Future FESMB session on how to define and develop the 'cultural' aspects required in the proposed New Agency going forward.	MH	18 Aug 2017
8/04	Submit Contract Management project brief to FESMB for consideration alongside the wider change management portfolio.	DM	19 May 2017
9/04	Ongoing development of Portfolio Management approach to address how impacts, dependencies, and resources are considered.	MH	19 May 2017
10/04	Circulate annual Health & Safety Policy Statement	TO	19 May 2017
11/04	Function leads to consider annual Health & Safety policy statement for their areas of responsibility, and develop appropriate approach to fulfilling requirements of the Safety Climate Survey Action Plan	All	19 May 2017
12/04	Engage with function leads to discuss LM and CVS Future Structures Project and dependencies with ongoing workstreams	TO	19 May 2017
13/04	Function leads to advise of any attendees to Harper McLeod training day, and/or questions/issues to be raised	All	19 May 2017
14/04	Investigate options of bringing all communications relating to/impacting staff in Scotland in to the management of FC Scotland/FES Communications team	MH	19 May 2017

Action Points: 1/02, 7/02, 1/03, 2/03, 4/03, 5/03, 6/03 and 7/03 are discharged.

AP1/04: Internal Communications Manager to deliver future FESMB session on energising communications messages

3. Chief Executive Update

Simon Hodge advised that Brent Meakin will have a continuing period of absence for at least six months. The temporary arrangements currently in place to oversee his duties will continue.

Work is continuing to consider the most appropriate approach to managing income reserves generated through timber sales. This includes developing a revised framework agreement for authorisation by Scottish Government.

AP2/04: Function leads to identify priorities for investing income reserves to improve the National Forest Estate as part of long term financial planning.

A response is still awaited from Fergus Ewing (Cabinet Secretary for the Rural Economy and Connectivity) on the outcome of the consultation on the Future of Forestry in Scotland. It is hoped that timing of the announcement on the outcome will allow the Forestry Bill to be put before Parliament before summer recess.

The Forestry Devolution Programme has been established. The programme recognises the need to progress, and is therefore using the proposal outlined in the consultation as "working assumptions" to enable programme and project start up.

There have been some discussions on how we might do more to communicate with stakeholders about the management of the NFE and what is being delivered. We are looking to link this with reporting against the new Corporate Plan.

AP3/04: Function leads to promote the use of the FC Scotland Newsfeed and Blog

AP4/04: Weekly "Hot Issues" meeting to consider content of FC Scotland Newsfeed and Blog

4. Smarter Working

Andy Fletcher and Shona Adam presented a paper and presentation on Smarter Working, promoting the creation of modern office environments that facilitate ways of working, support wellbeing, create effective workspaces and enable improved efficiency.

The FESMB agreed the concept of Smarter Working, but concluded that a process of staff familiarisation and engagement would be an appropriate next step, rather than a pilot project. The Board asked that a project brief be submitted to enable consideration alongside the wider change management portfolio before further progression.

AP5/04: Submit Smarter Working project brief to FESMB for consideration alongside the wider change management portfolio

5. 'New Agency' Project Brief

Simon Hodge and Sylvi Kerr provided an update on the 'New Agency' project, highlighting progress to date based on the working assumptions outlined in the Scottish Government proposal, and next steps in the process.

AP6/04: Issue draft 'New Agency' project brief, including themes from operating vision, to FESMB for comment

AP7/04: Future FESMB session on how to define and develop the 'cultural' aspects required in the proposed New Agency going forward

6. Contract Management

Donna Mortimer presented a paper, and accompanying draft project brief, outlining the requirement to review and improve the approach to contract management as part of the wider procurement lifecycle.

The FESMB agreed in principle to the recommendations on contract management, advising that a project brief must be submitted to enable consideration alongside the wider change management portfolio before further progression.

AP8/04: Submit Contract Management project brief to FESMB for consideration alongside the wider change management portfolio

AP9/04: Ongoing development of Portfolio Management approach to address how impacts, dependencies, and resources are considered

7. Finance & Accounting Services (FAS) Business Case

Donna Mortimer presented the draft business case outlining proposals of options for transitioning Finance & Accounting Services currently delivered as a shared service by FC Central Services into FC Scotland.

The FESMB approved the proposal of a preferred option, subject to clarification on some minor areas.

8. Workforce Planning

Rosetta Forbes and Alison Kennedy delivered an interactive session on workforce planning, including consideration of:

- Current/emerging trends;
- Effects of business implications on our staff, i.e. devolution, technological developments, etc;
- What a proposed vision regarding our staff should encompass;
- How to address skills gaps/development; and,
- Any restrictions that may need to be reflected in workforce plans.

The input from the FESMB will be collated, and incorporated in to the developing approach.

9. Change & Staffing Protocols

Rosetta Forbes and Rhondda Salmond presented the draft Change and Staffing Protocols outlining how change and resulting staffing impacts will be managed across FES.

The FESMB agreed the documents, subject to minor revisions, and that consultation with the Trade Union can now proceed.

10. Safety Climate Survey Action Plan

Michael Hymers advised that the Safety Climate Survey Action Plan was previously taken forward through the Head Office Safety Committee, and collective staff safety days. As responsibility for health, safety and wellbeing now rests with individual function leads a consensus is required on how the plan will be updated and taken forward.

AP10/04: Circulate annual Health & Safety Policy Statement

AP11/04: Function leads to consider annual Health & Safety policy statement for their areas of responsibility, and develop appropriate approach to fulfilling requirements of the Safety Climate Survey Action Plan

11. Organisational/Functional Updates

Finance/Procurement: Donna Mortimer advised the organisation was in the process of taking forward end of year financials.

Work continues with business leads to gather information to populate the proposed procurement pipeline.

The Finance Team continues to support the business in understanding and embedding VAT Guidance and requirements.

Community & Visitor Services: Alan Stevenson provided an update on Forest Holidays.

Land Management: Trefor Owen advised that the Land Management (LM) and Community & Visitor Services (CVS) Future Structures Project is progressing. Dependencies between this project and ongoing workstreams will be discussed with function leads in advance of a business case being presented to the FESMB in May 2017.

AP12/04: Engage with function leads to discuss LM and CVS Future Structures Project and dependencies with ongoing workstreams

Work on key health and safety milestones is progressing. This includes delivery of Electricity Awareness training to senior managers, and this will be rolled out to other staff in the organisation over the next few months.

Human Resources (HR): Rosetta Forbes advised that early discussions were due to be held in advance of the pay negotiations with Trade Unions.

The Cabinet Office has recently made changes to Civil Service redundancy procedures. Appropriate policies and procedures have been updated to reflect the changes, and Trade Unions consulted.

Estates Development: Michael Ansell advised that Harper McLeod is delivering a training day in Glasgow on 27th June 2017.

AP13/04: Function leads to advise of any attendees to Harper McLeod training day, and/or questions/issues to be raised

12. AOB

General Election Guidance: Michael Hymers advised that General Election Guidance has now been issued and communications issued to staff reminding them of conduct of civil servants during the pre-election period.

FC GB Policy / Communications: Michael Hymers advised that there had been some recent changes to FC GB policy that had been communicated staff without prior notification/agreement with FES and/or FC Scotland.

AP14/04: Investigate options of bringing all communications relating to/impacting staff in Scotland in to the management of FC Scotland/FES Communications team

The date of the next FESMB is the 25 May 2017.