

## Forest Enterprise Scotland (FES) Management Board Meeting

**25 May 2017**

### Attendees:

Michael Ansell, Head of Estates Development  
Trefor Owen, Head of Land Management  
Michael Hymers, Head of Corporate Support  
Donna Mortimer, Head of Finance and Procurement  
Alan Stevenson, Head of Community and Visitor Services  
Nicol Sinclair, Head of Business Services (Acting)  
Rosetta Forbes, Head of HR Scotland  
Rhondda Salmond, Secretariat

### Apologies:

Simon Hodge, Chief Executive  
Brent Meakin, Head of Business Services

### Others:

Charlie Taylor (Item 5)  
Andy Fletcher (Item 6)  
Paul Calderwood (Item 7)  
Alison Grant (Item 8)

### 1. Minutes of last Meeting 27 April 2017

The FESMB agreed that the record of 27 April 2017 was held to be a true and fair reflection of the meeting.

### 2. Action Points and Matters Arising

Ref:	Action	Who	Target Date
3/03	Provide update to FESMB following 2016/17 VAT Reconciliation exercise.	DM	18 Aug 2017
9/04	Ongoing development of Portfolio Management approach to address how impacts, dependencies, and resources are considered.	MH	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
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
1/05	Scope of Vehicle Replacement to be reconsidered. NS/AF to agree replacement programme with TO, before confirming with DM	AF	20 June 2017
2/05	Options appraisal to be undertaken for Creebridge	AF	20 July

Ref:	Action	Who	Target Date
	Workshop, and resubmitted to FESMB to consider funding		2017
3/05	Options on Glen Righ Hydro Scheme to be submitted to the FESMB to consider funding	MA	20 July 2017
4/05	Function leads to provide suggestions on agreed principles for allocating costs and inform Business Planning guidance note	All	20 June 2107
5/05	FESMB to be advised how the cost of change for the New Agency will be embedded in to Business Planning process	DM	20 June 2107
6/05	Costs for the ORP Programme to be clarified and resubmitted to the FESMB	TO	20 June 2017
7/05	Function leads to provide additional feedback on the LM & CVS Business Case to Charlie Taylor	All	9 June 2107
8/05	The Buildings team are required to submit the plan for capital investment for FY 17/18 to the FESMB for approval. In the interim individual projects will require the Board's sign off	AF	20 June 2017
9/05	Investigate options for promoting Lyme Disease and tick awareness campaign to wider forestry industry	AS	20 June 2017
10/05	Function leads to provide feedback to Michael Hymers on draft Brand concept brief for F&LS	All	7 June 2017
11/05	Function leads to provide feedback to Michael Hymers on draft ToR for Task Group on engaging staff in developing Vision for F&LS	All	7 June 2107

Action Points: 12/04, 1/04, 2/04, 3/04, 4/04, 5/04, 6/04, 7/04, 8/04, 10/04, 12/04 and 13/04 are discharged.

Simon Hodge, Chief Executive sent his apologies for the meeting. In advance of the meeting feedback on agenda items was provided to Michael Hymers, and this was provided to inform discussion and decision making.

### 3. Finance Update

Donna Mortimer provided the financial update for FY 16/17, advising that interim figures had been collated as the end of year process continues. This includes investigating anomalies and making adjustments in recognition that some timber customers were in a prepay position.

Work is continuing to consider the most appropriate approach to managing income reserves generated through timber sales. Agreement on the revised framework is with Scottish Government for approval.

Future investment opportunities have been identified requests for FY 17/18 totalling between £3.87m to £5.83m. Consideration also needs to be given on retaining contingency funds for any further VAT liabilities and to meet the cost of change.

The FESMB agreed that funding should be allocated to:

- Installation of vehicle trackers;
- Buildings Condition Survey; and,
- Welfare facilities at outstations / sites (i.e. mobile facilities).

Further information/clarification is required on the Vehicle Replacement Programme, Creebridge Workshop review, and Forest District requests before a decision can be made.

**AP1/05: Scope of Vehicle Replacement to be reconsidered. NS/AF to agree revised replacement programme with TO, before confirming with DM.**

**AP2/05: Options appraisal to be undertaken for Creebridge Workshop, and resubmitted to FESMB to consider funding**

Michael Ansell advised that an opportunity for a hydro scheme had recently emerged. The FESMB agreed they would consider the option once additional information was available.

**AP3/05: Options on Glen Righ Hydro Scheme to be submitted to the FESMB to consider funding**

#### **4. Business Planning**

Donna Mortimer advised that following feedback from function leads and embedding of the organisational structure ("3+2") improvements have been applied to the Business Planning process and associated timetable to ensure that sufficient time is given at critical points.

As with previous years the intention is to issue a guidance note to assist with feeding information in to Cognos.

**AP4/05: Function leads to provide suggestions on agreed principles for allocating costs and inform Business Planning guidance note**

The FESMB highlighted that once details of the cost of change for the New Agency is known; consideration should be given to how these costs are distributed across the organisation or whether it will be handled at an Agency level.

**AP5/05: FESMB to be advised how the cost of change for the New Agency will be embedded in to Business Planning process**

#### **5. Land Management and Community & Visitors Services Future Structures Business Case**

Trefor Owen presented the FESMB with the Programme Definition Document (PDD) for the Organisational Redesign Programme (ORP), which includes the Land Management (LM) and Community & Visitors Services (CVS) Future Structures Project.

The FESMB broadly agreed the ORP PDD, but requested that additional information/clarity is provided on associated costs of the programme and resubmitted for consideration.

**AP6/05: Costs for the ORP Programme to be clarified and resubmitted to the FESMB**

Trefor Owen and Charlie Taylor presented a high level business case to the FESMB on potential option proposals for LM & CVS Future Structures.

The FESMB recognised the significant efforts of those staff forming the LM & CVS Project Working Group in pulling together and presenting evidence to inform the options proposals.

The FESMB discussed the potential proposed options, and provided high level feedback.

**AP7/05: Function leads to provide additional feedback on the LM & CVS Business Case to Charlie Taylor**

## **6. FES Built Asset Strategy**

Andy Fletcher presented a paper outlining FES's current approach to buildings management, a future Built Asset Management Strategy and the interim steps required to enable the organisation to develop this.

The paper highlighted the need for clarity on responsibility for management arrangements and decision making for built assets at a national and local level, reflecting alignment to business priorities.

The FESMB agreed the interim position to enable development of the Built Asset Management Strategy and funding for the Building Condition Surveys.

**AP8/05: The Buildings team are required to submit the plan for capital investment for FY 17/18 to the FESMB for approval. In the interim individual projects will require the Board's sign off.**

## **7. Communications Planning**

Paul Calderwood presented the FESMB with a draft Internal Communications Strategy, supporting Framework and Channels Matrix for agreement, and to identify internal communication priorities going forward.

The focus of the Internal Communications Strategy is to define what we want to achieve with our internal communications within the organisation and how we will further develop this. The supporting Framework and Channels Matrix (have been developed to align with the strategy, and provide managers/staff with the necessary information to effectively plan, deliver and evaluate communications in an agreed, accurate and consistent manner.

The FESMB agreed the draft Internal Communications Strategy, supporting Framework and Channels Matrix. Internal communication priorities will be identified following reprioritisation of the FES portfolio in June 2017.

## 8. FES Spatial Plan

Alison Grant provided an update on the FES Spatial Plan Project, highlighting progress made to date on developing a proposed approach to spatial zoning based on broad brush bio-geographic/climatic zones. These zones, developed through engagement with business leads, also takes into account some social parameters and strategic aspects of land management, such as the broad type and maturity of the woodland, operational access requirements, the amount and type of recreation provision and the proportion of open space to forest cover.

The FESMB agreed that the project should now commence stage 2, which will refine and test the approach.

## 9. Organisational/Functional Updates

**Human Resources (HR):** Rosetta Forbes advised that the Central HR Policy Team have made changes to the Relocation Policy in respect of additional travelling costs. Currently, applicants can request a lump sum to cover additional travel costs, and this cannot be recovered if the staff member leaves the organisation. The policy will be amended to make the costs recoverable in the future.

Work has also been undertaken benchmarking of the Relocation Policy against other Civil Service departments, which has highlighted that the currently policy is generous in comparison to other departments. The Central HR Policy Team have sought feedback on whether the Countries/Forest Research wish to consider reviewing the policy.

The FESMB agreed that due to other impacts on staff it was not an appropriate time to review the policy, particularly as staff in Scotland will be transferring into the Scottish Government in 2019.

The Civil Service have made changes to the Recruitment & Selection Policy. In the future each vacancy will require a lead competency as well as any essential/technical criteria. This will enable recruitment panels to sift large volumes of applications by the lead competency, rather than having to consider all competencies.

**Business Services:** Nicol Sinclair advised that pre-meeting will be held with staff impacted by the Finance and Accounting Services (FAS) Business Case on 5 June 2017 in preparation for formal consultation commencing with FC Trade Unions on 12 June 2017.

The Vision Strategy for Digital is currently being developed and will help to finalise the Digital Services Business Case. Formal consultation on this will potentially be undertaken in August 2017.

## 10. AOB

**All Staff Briefings:** Michael Hymers advised that an options paper will be presented at the Scottish Executive Board (SEB) on the approach to the annual All Staff Briefings. The

meetings are proposed for Sept/Oct 2017, with all function leads playing a role in delivery.

**Royal Highland Show:** Michael Hymers advised that the Royal Highland Show will take place on 22/23 June 2017. As part of efforts to attend more RAFE/Enfor events and engage with stakeholders, function leads and key staff, particularly from Land Management and Estates Development, are encouraged to attend and network.

**Lyme Disease:** Alan Stevenson advised that a campaign with supporting information, materials and videos will be launched on 12 June 2017 by FC Scotland to raise awareness of Lyme Disease and ticks. National Committee Scotland (NCS) have requested that details are made available to and promoted across the wider timber industry.

**AP9/05: Investigate options for promoting Lyme Disease and tick awareness campaign to wider forestry industry**

**Corporate & Culture Workstream (New Agency Project):** Michael Hymers advised that a draft concept brief on Brand for Forestry and Land Scotland (F&LS). This will be circulated to function leads for comment, and then submitted to the Devolution Programme Board for mandate to proceed.

**AP10/05: Function leads to provide feedback to Michael Hymers on draft Brand concept brief for F&LS**

Draft Terms of Reference (ToR) have been drafted by Simon Hodge for a Task Group to consider how best to engage with staff and develop the Vision for the New Agency.

**AP11/05: Function leads to provide feedback to Michael Hymers on draft ToR for Task Group on engaging staff in developing Vision for F&LS**

**FESMB – June 2017:** Michael Hymers advised that potentially Bridget Campbell (Director for Environment & Forestry) and David Gould (NCS) will be attending for some parts of the meeting. The day will be split in to three sections:

- Domestic and function/organisational updates;
- Devolution, including setting context in relation to Scottish Government, the Spending review and Programme for Government, and progress of the Forestry & Land Management Bill; and,
- Portfolio Management and preparation of the FES Senior Leaders Meeting.

The date of the next FESMB is the 28 June 2017.