

Forest Enterprise Scotland (FES) Management Board Meeting

28 Sept 2017

Attendees:

Simon Hodge, Chief Executive
Michael Ansell, Head of Estates Development
Alan Stevenson, Head of Community and Visitor Services
Michael Hymers, Head of Corporate Support
Rosetta Forbes, Head of HR Scotland
Nicol Sinclair, Head of Business Services (Acting)
Rhondda Salmond, Secretariat

Apologies:

Trefor Owen, Head of Land Management
Donna Mortimer, Head of Finance and Procurement
Brent Meakin, Head of Business Services

Others:

David Exeter (Item 5)
Allan Mooney (Item 8)
Rebecca Boenke (Item 12)

1. Minutes of last Meeting 24 August 2017

The FESMB agreed that the record of 24 August 2017 was held to be a true and fair reflection of the meeting.

2. Action Points and Matters Arising

Ref:	Action	Who	Target Date
4/07	Develop potential options and timescales for delivery of stakeholder satisfaction KPI.	MH	22 Sept 2017
12/07	Present further detail on developing and delivering Manager Capability to FESMB.	RF	20 Oct 2017
2/08	Head of Land Management to work with H&S Team to present proposals to FESMB on addressing weaknesses in the current accident and incident reporting and management process.	TO	20 Oct 2017
3/08	Corporate Support Team to work with H&S Team to ensure that all lost-time accidents are reported to the Board.	MH & NS	20 Oct 2017
4/08	Corporate Support Team to work with H&S Team to provide the Board with a tracker of H&S investigations.	MH & NS	20 Oct 2017
5/08	Head of Land Management to provide assurance to FESMB that business use of drones adheres to legislation, and all operators are qualified.	TO	20 Oct 2017
6/08	Head of Land Management and H&S team to further develop proposals on H&S investigation capacity, utilising	TO & NS	20 Oct 2017

Ref:	Action	Who	Target Date
	both internal and external resources.		
8/08	Develop and include timeline of activity in the Financial Strategy & Long-term Financial Plan for presentation to NCS.	DM	20 Oct 2017
20/08	Head of Corporate Support to consider how to communicate an overview of the Portfolio, and associated business impacts to wider business.	MH	20 Oct 2017
1/09	Head of Corporate Support and CEO to develop approach to Cabinet Secretary monthly organisational summary.	MH & SH	20 Oct 2017
2/09	Corporate Support to develop approach to monitoring progress against Programme for Government commitments.	MH	17 Nov 2017
3/09	Head of Business Services to consider risks, and develop mitigation proposals on knowledge transfer to support application migration and delivery.	NS	17 Nov 2017
4/09	Head of Business Services to provide assurance that new data centres comply with green credentials, i.e. use of renewable energy, etc.	NS	20 Oct 2017
5/09	Head of HR to engage with Internal Communications Manager to plan approach to communicating final Workforce Plan.	RF	15 Dec 2017
6/09	Head of Corporate Support to arrange Senior Leadership meeting on finance, procurement and Health & Safety compliance.	MH	20 Oct 2017
7/09	Head of Business Services and Head of Finance & Procurement to develop draft action plan in response to Internal Audit report findings.	NS & DM	20 Oct 2017
8/09	Head of Business Services to circulate Internal Audit Reports in advance of Senior Team Leaders meeting.	NS	20 Oct 2017
9/09	Head of Business Services and Head of HR to present a strategic appraisal of L&D business requirements, outlining short, medium and long term priorities.	NS & RF	17 Nov 2017
10/09	Head of Business Services and Head of HR to identify capacity to enable the development of the L&D strategy.	NS & RF	20 Oct 2017
11/09	Head of HR to incorporate H&S Accident/Incident Investigation tracker in to H&S Dashboard, and circulate for comment.	RF	20 Oct 2017
12/09	Function Leads to review Risk Registers, and provide updates to Head of Finance & Procurement.	All	6 Oct 2017
13/09	Portfolio Office to expand ORP Programme information to show individual projects where they are significant.	MH	20 Oct 2017
14/09	Portfolio Office to group portfolio priority programmes and projects by type/business impact.	MH	20 Oct 2017
15/09	SRO's to remind programme and project leads to identify dependencies at scoping, and work with other leads to manage dependencies.	All	20 Oct 2017
16/09	Portfolio Office to consider how to support	MH	17 Nov

Ref:	Action	Who	Target Date
	programme/project manager networking across the organisation.		2017
17/09	Portfolio Office to provide updated portfolio resourcing information across all priorities.	MH	20 Oct 2017
18/09	Head of Finance and Procurement to ensure update provided to Portfolio office on Procurement project.	DM	20 Oct 2017
19/09	Head of HR to ensure update provided to Portfolio office on Lybster.	RF	20 Oct 2017
20/09	Head of Land Management to ensure update provided to Portfolio office on Machrie Slip.	TO	20 Oct 2017
21/09	Head of Community & Visitor Services to ensure update provided to Portfolio office on Tentsmuir.	AS	20 Oct 2017

Action Points: 11/04, 1/08, 7/08, 9/08, 10/08, 11/08, 12/08, 13/08, 14/08, 15/08, 16/08, 17/08, 18/08, and 19/08 are discharged.

3. Chief Executive Update

Simon Hodge advised that Stage 1 of the Forestry and Land Management (Scotland) Bill is now moving towards parliamentary debate following consideration of evidence by the Rural Economy and Connectivity (REC) Committee. During November proposals on amendments to the Bill will be sought in preparation for Stage 2 beginning in early December 2017.

Fergus Ewing (Cabinet Secretary for Rural Economy and Connectivity) has been invited to attend an event at Barony College, Dumfries on 20 Nov 2017 to meet FES staff involved in forest planning and restocking. The meeting will focus on the capacity of productive estate, the role of renewables and financial sustainability.

Mr Ewing values periodic updates on key business areas.

AP1/09: Head of Corporate Support and CEO to develop approach to Cabinet Secretary monthly organisational summary

4. Programme for Government

The Programme for Government for 2017/18 has been published, and contains positive messages in respect of the role of the National Forest Estate. This includes specific deliverables by FES, or our contribution to wider FC Scotland commitments, including:

- Restoration of ancient woodland;
- New woodland creation;
- Productive woodland capacity;
- Partnership working, including Vacant and Derelict Land; and
- Involving and/or transferring land to communities.

AP2/09: Corporate Support to develop approach to monitoring progress against Programme for Government commitments

5. Digital Application Migration

Nicol Sinclair and David Exeter presented a paper outlining a coordinated approach to migrating business applications that are essential to the effective and efficient operation of FES now and in the future as both a government department and commercial trading body.

David highlighted that this will deliver the transition of all aspects of ICT into FES including core infrastructure, systems, technologies and service delivery. Much of the transitional work will not be visible and should not impact staff; however decoupling and migrating applications will require a significant level of user testing. It is planned that migration will commence in January 2018 in a logical order and complete no later than December 2018.

Key risks include retaining staff with the knowledge and skills regarding existing systems, and system availability during transition period.

AP3/09: Head of Business Services to consider risks, and develop mitigation proposals on knowledge transfer to support application migration and delivery

AP4/09: Head of Business Services to provide assurance that new data centres comply with green credentials, i.e. use of renewable energy, etc

The FESMB acknowledged progress of this area with Scottish Government colleagues, and thanked the Digital Services team for their efforts.

6. FES Workforce Plan

Rosetta Forbes presented a paper seeking feedback from the FESMB on the content and usability of the draft FES Workforce Plan.

In summary the FESMB commented that they would like:

- A more concise document and focussed action plan;
- Development of softer skills, including customer/stakeholder services;
- Promoting the need for a wide range of skills, professions and specialisms;
- Greater emphasis on professional and technical competence and compliance; and
- Bold aspirations in relation to the diversity of our workforce.

AP5/09: Head of HR to engage with Internal Communications Manager to plan approach to communicating final Workforce Plan

7. Internal Audit Reports

Nicol Sinclair advised that Internal Audit Reports had been received in relation to Finance Support Visits, Procurement and Contract Management as part of the scheduled audit work programme.

The reports highlighted a number of training and cultural issues, and failures around understanding and complying with regulatory responsibilities. An action plan needs to be developed as a priority to identify and implement interim and longer term actions to address highlighted risks.

The FESMB agreed that FES will:

- Engage with the wider Leadership Team and Cost Centre Managers to work together to develop and implement solutions;
- Strengthen the accountability framework in response to audit findings;
- Strengthen assurance by reviewing current guidance, and identifying and embedding a streamlined approach to ensuring individuals understand and comply with regulatory responsibilities; and,
- On procurement, consider how to support the contracting sector on working within a government framework and regulatory process.

AP6/09: Head of Corporate Support to arrange Senior Leadership meeting on finance, procurement and Health & Safety compliance

AP7/09: Head of Business Services and Head of Finance & Procurement to develop draft action plan in response to Internal Audit report findings

AP8/09: Head of business Services to circulate Internal Audit Reports in advance of Senior Team Leaders meeting

8. L&D Strategy and Priorities

Rosetta Forbes and Allan Mooney presented a paper proposing to strengthen L&D staffing.

The FESMB would first like to see an L&D Strategy based around a business needs analysis. Any options need to consider how to support the organisation through both transitional and transformational phases.

The strategy must also show how efficiency and effectiveness can be demonstrated through consideration of mixed model development and delivery using capabilities of others, i.e. Scottish Government, partners, etc.

On agreement of the L&D Strategy and priorities consideration can then be given to the future L&D team structure.

AP9/09: Head of Business Services and Head of HR to present a strategic appraisal of L&D business requirements, outlining short, medium and long term priorities

AP10/09: Head of Business Services and Head of HR to identify capacity to enable the development of the L&D strategy

9. Performance Management System (PMS) Standards

The FESMB discussed and agreed proposed mid-year performance ratings for staff within their direct management hierarchy.

10. Health & Safety (H&S) Accident/Incident Report

Rosetta Forbes presented the new H&S Dashboard for August 2017 highlighting that there had been ten H&S accidents/incidents during the month, of which four were staff related and six were external. This included one accident involving a vehicle, and one that is RIDDOR reportable involving a contractor that is currently being investigated.

Staff sick absence data shows that there are currently three staff members with accident/incident related absences.

AP11/09: Head of HR to incorporate H&S Accident/Incident Investigation tracker in to H&S Dashboard, and circulate for comment

11. Organisational/Functional Updates

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

Estates Development: Michael Ansell advised that there were some ongoing staffing pressures after failure to find suitable candidates for vacancies.

Business Services: Nicol Sinclair advised final costing were being discussed with function leads regarding delivery of Business Services to the wider organisation.

The consultation on the Finance & Accounting Services is now complete, and is progressing to the transition stage (assimilation and recruitment).

The Digital Services Target Operating Model has been agreed by the SG Forestry Devolution Programme.

The Digital Services (Scotland) Business Case consultation will be launched on 2 October, with meetings scheduled with those staff impacted and the FC Trades Unions.

There has been a delay in the development of the Built Asset Management Strategy due to other priorities; however this will provide the opportunity to incorporate Smarter Workplaces options in to the proposal.

HR: Rosetta Forbes advised Amy Nobel, the new Equality and Diversity Manager is now in post.

Formal Pay Award negotiations with the FC Trades Unions began at the end of Sept, and the FESMB will be kept updated on progress.

The Government has launched a new consultation proposing further reforms to the Civil Service Compensation Scheme.

A consultation has been launched on the future of the Signs Unit, and meetings held with those staff impacted and the FC Trades Unions.

Corporate Support: Michael Hymers advised that he had attended a seminar on preparing legislation, as part of preparations for the next stage of the Forestry and Land Management (Scotland) Bill.

Emphasis was put on the importance of active risk management with the current intensity of change and delivery expectation.

AP12/09: Function Leads to review Risk Registers, and provide updates to Head of Finance & Procurement

12. Portfolio Management

Rebecca Boenke presented the FESMB with an update on the portfolio priority programmes and projects, highlighting those with red/amber RAG status in relation to costs, schedule, risks, issues and dependencies.

AP13/09: Portfolio Office to expand ORP Programme information to show individual projects where they are significant

AP14/09: Portfolio Office to group portfolio priority programmes and projects by type/business impact

Rebecca highlighted that there were still with a need for better early mapping and managing dependencies between the different programmes and projects, to resolve dependencies at the earliest stage possible.

AP15/09: SRO's to remind programme and project leads to identify dependencies at scoping, and work with other leads to manage dependencies

AP16/09: Portfolio Office to consider how to support programme/project manager networking across the organisation

AP17/09: Portfolio Office to provide updated portfolio resourcing information across all priorities

AP18/09: Head of Finance and Procurement to ensure update provided to Portfolio office on Procurement project

AP19/09: Head of HR to ensure update provided to Portfolio office on Lybster

AP20/09: Head of Land Management to ensure update provided to Portfolio office on Machrie Slip

AP21/09: Head of Community & Visitor Services to ensure update provided to Portfolio office on Tentsmuir

13. AOB

Rhonda Salmond advised that communications planning session will be included in the October 2017 meeting. The Internal Communications Manager will be writing to function

leads to identify and collate information on planned communications on the next 18 months to inform this session.

Alan Stevenson advised that FC Scotland had been provided with lines to take regarding the Land Management and Community and Visitor Services Future Structures consultation should any of their staff raise questions.

The date of the next FESMB is the 26 October 2017.