

Forest Enterprise Scotland (FES) Management Board Meeting

9 February 2017

Attendees:

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

Apologies:

Brent Meakin, Head of Business Services
Donna Mortimer, Head of Finance and Procurement

1. Minutes of last Meeting 26 January 2017

The FESMB agreed that the record of 26 January 2017 was held to be a true and fair record of the meeting.

2. Action Points and Matters Arising

Ref:	Action	Who	Target Date
11/02	Provide an update on investigations in to the Depreciation Review.	BM & DM	17 March 2017
12/04	Bring a further developed Built Asset Management Strategy to FESMB in the new year.	BM	17 March 2017
12/05	Consider how rationalisation income can best be used towards buildings or fleet, and present proposals to the FESMB	NS	17 March 2017
1/2	Develop appropriate communications for staff reinforcing drivers of wider change programme	MH	21 April 2017
2/2	Interactive session at future FESMB on developing Workforce Planning principles	RF	17 March 2017
3/2	Update on Portfolio Management presented to FESMB	MH	17 March 2017
4/2	Trefor Owen to contact Business Services and Corporate Support regarding next phase of the Organisational Redesign Programme	TO	17 Feb 2017
5/2	Any feedback on the issued NWIP communications should be forwarded to Jo Ellis	All	17 March 2017
6/2	Consider how to equip and support staff to understand and apply procurement requirements,	DM	21 April 2017

Ref:	Action	Who	Target Date
	whilst reinforcing messages on compliance		
7/2	Consider programme of future FES Team Leaders meetings, including locations and guest speakers	MH	21 April 2017
8/2	Function leads to remind Team Leaders of the importance of following the Performance Management System (PMS) process	All	17 March 2017
9/2	HR to consider independent audit/testing on adherence to PMS process, review number of staff/managers who have undergone training and suggest an approach going forward	RF	21 April 2017
10/2	Business Services, HR and Corporate Support to consider approach to built asset requirements for establishing Forestry & Land Scotland	NS, RF & MH	21 April 2017

Action Points: 12/1, 1/1, 2/1 and 3/1 are discharged.

3. Chief Executive Update

Simon Hodge advised that as part of the Scottish Government Forestry Devolution Programme a workshop is planned in early March 2017 to finalise the scope for the programme and ensure that all 'key' stakeholders have a shared understanding. The HR Workstream is progressing, and a lead in Scottish Government has been appointed to take this area forward.

An analysis of responses to the consultation on the Future of Forestry in Scotland is due to be published by Scottish Government next week, with supporting communications to staff. The date for the formal response by Scottish Government to the consultation is yet to be announced.

AP1/2: Develop appropriate communications for staff reinforcing drivers of wider change programme

Business Planning for FY 17/18 and 18/19 is in the final stages of completion. Future developments for the approach to Business Planning includes how to distribute costs for Business Service functions across functions, agents for change and FC Scotland, utilising Service Level Agreements (SLA's) and current technology.

The Mackinnon Forestry Report is due for publication. Fergus Ewing (Cabinet Secretary for the Rural Economy and Connectivity) plans to visit a new planting site in the coming weeks, and this has the potential to generate media interest.

4. Workforce Planning

Rosetta Forbes presented a paper to the FESMB outlining an approach to Workforce Planning, which links to the Corporate Framework, Corporate Plan and recommendations from Audit Scotland. As there is no set industry standard approach, an evolutionary

process will be adopted that builds on organisational developments and utilises existing IT systems and reporting mechanisms.

The FESMB agreed a holistic approach to Workforce Planning was required, which supported the organisation moving towards establishing Forestry and Land Scotland and that overarching principles should be developed in relation to future directions.

AP2/2: Interactive session at future FESMB on developing Workforce Planning principles

5. Staff Survey

Michael Hymers advised the FESMB that the Staff Survey is scheduled for October 2017, and Countries have been invited to propose changes to the existing questions or additional questions tailored to specific business areas.

The FESMB agreed that the amendments and additions be submitted for consideration.

6. Priority Programmes/Projects Update

Portfolio Management: Michael Hymers advised that the Corporate Support Team is continuing to develop the approach to implementing Portfolio Management in to FES, including how Non-Executives will participate. A paper will be submitted to FESMB in March 2017.

AP3/2: Update on Portfolio Management presented to FESMB

Organisational Redesign Programme: Trefor Owen advised that the programme is now looking to begin the next phase and incorporate the Business Services and Corporate Support Projects.

AP4/2: Trefor Owen to contact Business Services and Corporate Support regarding next phase of the Organisational Redesign Programme

New Woodland Investment Programme: Trefor Owen advised that the programme risk has been escalated to amber, as there is emerging issues around sourcing and acquiring 250ha of suitable vacant and derelict land for planting. Consideration is also being given to how this may impact on future requirements regarding access to land.

The 2017 notifications for land sales are now live, and supporting communications issued. The FESMB thanked staff for their work on meeting timescales.

AP5/2: Any feedback on the issued NWIP communications should be forwarded to Jo Ellis

Land Registration Project: Michael Ansell advised that the project remains at risk to due to capacity pressures; this will be clearer when the forward planning piece is completed.

Corporate Development Programme: Michael Hymers advised that scoping of the programme continues, including how the Scottish Government Forestry Devolution Programme will fit.

Procurement Reforms: Although the project is considered at risk, it has been identified that the area of concern is not regarding implementing changes to procurement processes, but with the ongoing contract management.

AP6/2: Consider how to equip and support staff to understand and apply procurement requirements, whilst reinforcing messages on compliance

7. FES Team Leaders Meeting

The FES Team Leaders meeting held in early February has received positive feedback, particularly the presentations from guest speakers Bridget Campbell (Director for Environment and Forestry, Scottish Government) and Geoff Ogle (Food Standards Scotland). The meeting also provided the opportunity for engagement and discussion across the wider leadership team.

AP7/2: Consider programme of future FES Team Leaders meetings, including locations and guest speakers

8. Organisational/Functional Updates

Estates Development: Michael Ansell advised that work is ongoing with partner organisation, including the Scottish Mining Restoration Trust, to identify suitable Vacant and Derelict Land for future planting.

The acquisitions programme for FY 16/17 remains £400k below forecast, and the disposals programme has generated £4m income against a forecast of £5m.

Human Resources (HR): Rosetta Forbes advised that the Establishing Corporate Services Scotland (ECSS) programme is continuing, with Job Evaluation and Grading Support (JEGS) approaching the consultation phase.

The HR team are continuing to check staff records and ensure all Right to Work documentation is held on file. Details will be escalated to line managers where the appropriate documentation is not submitted.

Anecdotal feedback suggests that not all staff and managers are adhering to the Performance Management System (PMS) process, including failure to agree Forward Job Plans and undertake performance reviews. As the end of the reporting year approaches a communication is planned for issue to staff and managers reminding them of the importance of following the PMS process.

AP8/2: Function leads to remind Team Leaders of the importance of following the Performance Management System (PMS) process

AP9/2: HR to consider independent audit/testing on adherence to PMS process, review number of staff/managers who have undergone training and suggest an approach going forward

Land Management: Trefor Owen advised that Fergus Ewing (Cabinet Secretary for the Rural Economy and Connectivity) has expressed an interest in the approach to the FES Restocking Trial, and the views of the wider sector. There is potential that the subject may be a future agenda item for the Rural Economy and Connectivity Committee, and evidence gathered during the trial will be presented.

Business Services: Nicol Sinclair advised preparations were underway to begin recruitment for the Head of Learning & Development (L&D).

In preparation for the L&D devolving to FES in April 2017, work was underway to consider team location, floor plans, etc.

AP10/2: Business Services, HR and Corporate Support to consider approach to built asset requirements for establishing Forestry & Land Scotland

Community & Visitor Services: Alan Stevenson advised that the Fergus Ewing (Cabinet Secretary for the Rural Economy and Connectivity) is planning a meeting to consider Rural Development and "The Scottish Approach: A dynamic approach by the Public Sector to engage with the Private Sector and Communities on innovative enterprise".

Next steps include establishing a list of the Top Ten practical measures that could be done for rural Scotland; a "Summit" with key stakeholders to gain views/input; and a workshop with key people from Scottish Government to consider innovative ideas.

Corporate Support: Michael Hymers advised that Jonathan Taylor, Head of Secretariat in FC Scotland would be having a three month period of absence, which will increase the secretariat support required in FES.

The Internal Communications Manager is developing a Communications Strategy/Framework setting out the approach to internal communications and use of channels in both FES and FC Scotland.

9. AOB

There were no items raised under AOB.

The date of the next FESMB is the 23 March 2017.