



Forestry and Land Scotland (FLS) Executive Team Meeting

24 June 2020

Attendees:

Simon Hodgson, Chief Executive (Chair)
Michael Hymers, Director of Corporate Services
Graeme Hutton, Director of Business Services
Donna Mortimer, Head of Finance and Procurement
Rosetta Forbes, Head of People and Organisational Development
Trefor Owen, Director of Land Management
Andy Hunt, Regional Manager (West)
Carol McGinnes, Regional Manager (Central)
Graeme Prest, Regional Manager (North)
John Thomson, Regional Manager (East)
Sallie Bailey, Regional Manager (South)
Gwen Hamilton, Head of Communications, Marketing & Media
Rhondda Salmond, Secretariat

Apologies:

John Mair, Director of Estate Development

Others:

Jenna Morrison, Deputy Head of Procurement (Item 4)
Vince Donaldson, Head of Digital Service Delivery (Item 4)
Jason Liggins, Head of Health, Safety and Wellbeing (Item 6)
Linda McKenna, Corporate Development Officer (Items 7 and 10)
Alison Kennedy, HR Change and Improvement Manager (Item 8)

1. Minutes of last meeting 20 May 2020

The Executive Team (ET) agreed that the record of the 20 May 2020 was held to be a true and fair reflection of the meeting.

2. Action Points and Matters Arising

Ref:	Action	Who	Target Date
1/12	Head of HR and Head of Health, Safety and Wellbeing to consider options to enable duty of care requirements for capturing that people lone working have arrived safely at work.	RF	23 July 2020
1/05	Regional Managers to ensure that activities not deemed as compliant via the HS&W Audits are stopped immediately and not restarted until action taken to rectify.	C McG, JT, GP, SB & AH	23 July 2020

Ref:	Action	Who	Target Date
2/05	CEO and Corporate Service Team to discuss ET feedback and consider future option to govern and monitor change programmes at a corporate and function/regional level.	SH, MH & RS	23 July 2020
3/05	Head of L&D and L&D Pipeline Chair to develop and circulate L&D Pipeline Terms of Reference to ET for agreement.	MH & AM	30 June 2020
4/05	Head of L&D and L&D Pipeline Chair to develop and circulate L&D Pipeline comms outlining approach and how to submit requests to the panel for consideration	MH & AM	30 June 2020
1/06	Director of Business Services to provide information on activities being progressed by the Organisational Recovery Group (ORG) and how this is directing CRT work going forward.	GH	23 July 2020
2/06	ET members to provide information on restart work to Comms Team to promote priority activity.	All	23 July 2020
3/06	Head of Finance and Procurement to circulate information on forecast against spend.	DM	23 July 2020
4/06	Head of HS&W and Head of Communications, Marketing and Media to consider opportunities to share, both internally and externally, positive messaging around restart and recovery activities.	JL & GwH	23 July 2020
5/06	ET members to provide feedback to Corporate Services on Corporate Reporting OPI's and related timescales.	All	23 July 2020
6/06	CEO and Strategic Principles Working Group to discuss feedback and develop next steps to support moving towards financial sustainability.	SH, DM, MH and JM	23 July 2020

Action Points 2/01, 5/02, 9/02, 5/05 and 6/05 are discharged.

3. Chief Executive Update

Simon Hodgson advised that Scottish Government (SG) continue to focus efforts on Covid-19 monitoring and restart activities, particularly in relation to economic recovery.

The Advisory Group on Economic Recovery led by Benny Higgins has published the report "Towards a Robust Resilient Wellbeing Economy for Scotland", which has been well received in SG. The report offers potential solutions to ensure transition towards a greener, net-zero and wellbeing economy, and to advise on measures to address different challenges the economy will face as Scotland recovers from the coronavirus (COVID-19) pandemic.

There has been a reorganisation of SG Policy to focus on Covid-19 recovery and Brexit impacts, and it is expected that public finances will be directed to these areas. This includes considering how areas such as how funding relating to agriculture could be provided in the future.

4. Covid-19 Update

Graeme Hutton provide a paper outlining activities undertaken by the Covid-19 Recovery Team (CRT) to date, and areas that were still being progressed. Primarily this was in anticipation of moving to the next phase in easing restrictions once announced by SG.

The ET thanked previous / current CRT members for their efforts to date in supporting and enabling the organisation through the response and recovery phases.

Efforts continued to be focussed on supporting Regions to restart priority activities, and ensuring the necessary process, guidance and PPE measures are in place for staff and others, and contracts are resumed.

Jenna Morrison provided an update on activities related to restarting contracts, including impacts of ensuring safety protocols and potential increased costs.

Vince Donaldson highlighted activities to support readiness of the business in anticipation of reopening of car parks and trails in line with SG guidance.

AP1/06: Director of Business Services to provide information on activities being progressed by the Organisational Recovery Group (ORG) and how this is directing CRT work going forward.

AP2/06: ET members to provide information on restart work to Comms Team to promote priority activity.

5. Finance Update / Financial Plan FY 20/21

Donna Mortimer provided a high level overview of the Period 2 financial position.

She highlighted that it was anticipated there would some savings across the organisation in response to Covid-19 from utilities, reduced travel etc, but this is likely to be offset by increased expenditure in relation to contract restart and increased costs from suppliers, and provision of additional PPE, etc for ongoing safety measures.

Sales and Marketing forecasting suggest that timber income generation is secure until October 2020, but a dip is expected following this until the wider timber and processing sectors have re-established following Covid-19 restart and recovery activities.

AP3/06: Head of Finance and Procurement to circulate information on forecast against spend.

6. Health, Safety and Wellbeing (H,S&W) Update

Jason Liggins advised that the efforts of the HS&W Team had primarily on continuing to support the organisation and wider forestry sector on restart and recovery activities relating to Covid-19.

He welcomed the positive and proactive approach being put in place across Regional Management Teams to support restart and recovery activities, and outlined that that will be support by assurance activity from the HS&W Team.

Jason highlighted that the leadership displayed across the business in response to the pandemic, and restart and recovery activities admirable. There were potential opportunities to engage with customers and stakeholder internally and externally to share positive communications.

AP4/06: Head of HS&W and Head of Communications, Marketing and Media to consider opportunities to share, both internally and externally, positive messaging around restart and recovery activities.

7. Corporate Reporting

Linda McKenna presented the proposed format of the Corporate Performance Reports for 2020/2021, seeking agreement on reporting timescales and Operational Performance Indicator (OPI) targets.

She outlined that the process had been adapted to enable reporting against the Corporate Plan and related outcomes.

The ET discussed the proposal, highlighting that any OPI targets need to be revisited to ensure that any anticipated Covid-19 impacts are incorporated at the earliest opportunity. There is also potential that new data capture and reporting arrangements may be introduced across SG in relation to supporting economic recovery and labour market.

AP5/06: ET members to provide feedback to Corporate Services on Corporate Reporting OPI's and related timescales.

8. Flexible Working

Alison Kennedy presented a discussion paper on options for consideration regarding the approach to flexible working, both for the re-opening of offices in response to COVID-19 and to support longer term cultural change.

In response to reopening of offices the ET agreed the key short term principles for return to work, i.e. that is taken forward on a voluntary basis and recognising the needs of individuals, i.e. vulnerable staff/dependents, people who continue to shield, have caring responsibilities, etc.

The ET discussed emerging themes from the interim results Flexible Working survey being conducted with staff and the potential long term opportunities for flexible working, highlighting the need to encourage continued use of remote meetings via telephone/video rather than reverting to face-to-face meetings.

They also highlighted that further work was required to consider options against affordability, wider existing policies and implications on the organisation and staff of any changes, i.e. vehicle use policy, etc regional/national office nuances, alongside better use of IT and office layouts/furniture that is conducive to flexible working.

The ET supported moving to the next stage of exploring legal, policy, finance implications for further consideration at a later date.

9. Emerging Risks

Rhondda Salmond presented the corporate risk register, providing an outline of new risks and changes to existing risks during the period.

She highlighted that the corporate risk register had been updated to reflect the organisational progress for mitigating restart and recovery activities in relation to Covid-19 and other potential political, economic and market impacts, i.e. Brexit, etc.

The ET discussed the corporate risk register and agreed there were no additional emerging risks for consideration or inclusion.

10. Moving Towards Financial Sustainability

The ET held a workshop session to continue discussion on the development of Strategic Principles to support and enable the organisation achieve financial sustainability.

AP6/06: CEO and Strategic Principles Working Group to discuss feedback and develop next steps to support moving towards financial sustainability.

11. AOB

No AOB items were raised.

The date of the next ET meeting is 30 July 2020.