



Title: **Board Q2 Performance Report**

Date: **28 October 2020**

Purpose:	For Decision.
How does this link with our corporate priorities of improving biodiversity or delivering nature-based solutions to climate change	This paper provides evidence on the progress made across the extent of NatureScot's work that collectively contributes towards our corporate priorities for improving biodiversity and delivering nature-based solutions to climate change.
Summary:	This paper provides Board with a Q2 update on performance towards delivering the 2020/21 Q1 Interim Business Plan. It provides a Dashboard and Outcome Summary addressing Performance, Finance, Risk, People metrics and an update on National Performance Framework indicators and customer care measures.
Actions	n/a
Recommendations:	The Board is asked to note the Quarter 2 report and confirm it is content with overall progress to date, the headline achievements and the opportunities & issues identified.
Report Author(s): Sponsor:	Authors – Directors, Deputy Directors, Outcomes Managers, Finance, P&P Team & People & OD Team Sponsor – Stuart MacQuarrie
Appendices:	Annex A – Key Deliverables that are Amber or Red Annex B – NPF indicator updates and Customer Care

Purpose

1. This paper presents NatureScot's performance for the second quarter of 2020/21. It addresses progress towards achieving our business plan priorities and delivering on the Outcomes set out in *Putting Nature First: Year 3*, NatureScot's Business Plan for 2020/21. These Outcomes support delivery of our Corporate Plan 2018-22 *Connecting People and Nature*.

Summary

2. During Q2 we successfully rebranded to NatureScot following an extensive internal brand engagement programme. This was a significant moment for the organisation and provides a strong foundation now for accelerating our transformation work in the approach to a corporate planning year. Budget movements have been significant this quarter which has allowed all emerging demand from Q1 to be funded. This included a significant move forward with our Youth Employment initiative supporting the funding of a number of additional placements. This has helped us accelerate our provision of opportunities for young people in line with our stated ambition in our green recovery action plan.
3. There continues to be a fantastic response from staff across the organisation to deliver well against such a challenging backdrop. There is the potential for further adjustments to restrictions aligned to Scottish Government's Covid route map, combined with the "winter effect" having an impact on morale and wellbeing as we move into Q3 and 4. Our staff remain our main focus, ensuring that they feel supported and connected to others within the organisation. A further wellbeing survey was undertaken during Q2, and the results will be reviewed by teams to identify new approaches to engagement and address resource pressures as they arise. The Strategic Business Recovery Group continues to assess risks and drive forward key aspects of our recovery plan.
4. There are 43 key deliverables, 30 are rated Green (70%), 11 are rated Amber (26%) and a further two are Blue (completed). The majority of those marked as amber have been delayed as a result of Covid-19 and delivery has been re-profiled into Q3 and Q4. Where other areas have impacted key deliverables such as resourcing, alternative approaches are being assessed to progress these during Q3. Details on the impact and actions for these Key Deliverables can be found in [Performance Report Annex – Page 1](#).
5. Q3 sees us move in to a new 90 day plan. The Q1 and Q2 plans were planned at a more detailed level, recognising the impact Covid-19 had on our ability to deliver our priorities. The Q3 interim business plan reflects on what we set out to achieve at the start of the year, reinforcing our move to NatureScot and highlighting significant milestones to come over the quarter.

6. As we move into Q3, although the risk of further restrictions is still prevalent, the Q3 plan moves us toward 10 areas of work which will significantly advance us towards delivering our priorities this year. These areas of work will be assessed at the end of Q3 and a further 10 areas identified for Q4. They are noted under 'Q3 Forward Look Business Plan'.

Quarterly Performance Dashboard				
Outcomes				
		Performance	Risk	
	Enjoying and Benefitting from Nature			
		↔	↔	
	Investing in Natural Capital			
		↔	↔	
	Healthy, Resilient Nature			
		↔	↔	
	Transforming How we Work			
		↔	↔	
Finance		People		
				
		Performance		Performance
	Operating			
		↓		↑
	Paybill			
		↔		↔
	Capital			
		↔		↔
				Workforce Development
				↔



Outcome 1 – More People Enjoying & Benefiting from Nature

Director Summary

- We published and promoted the first wave of the Covid-19 Scotland's People and Nature Survey (SPANS) on public behaviours and attitudes to nature during July and completed the fieldwork and analysis of second wave in September. The results from the first survey show an increase in regular visits to the outdoors by 7 out of 10 adults. However, for a significant minority of people lockdown has meant staying at home with fewer opportunities to enjoy the outdoors. Levels of engagement with nature (noticing birds and wildlife, the change in season etc.) were high, even among those who rarely or never visited the outdoors during lockdown, underlining the importance of access to a garden or other outside space.
- In response to more people making more use of the outdoors in response to Covid-19 restrictions, we developed a successful Scottish Outdoor Access Survey (SOAC) online campaign, which contributed to over 200,000 visits to SOAC website and a combined Twitter & Facebook reach of 3.58 million during the quarter.
- In partnership with Ordnance Survey, we developed a greenspace mapping tool for schools to use to identify local greenspace suitable for outdoor learning activity - based on early work undertaken as part of the learning in local greenspace project, helping young people and schools to connect more with nature.
- We finalised the NatureScot action plan for engaging young people more directly in the co-production of our work to deliver a nature-rich future and through the training and development of the green workforce we need as part of our Green Recovery.
- ReRoute and the NHS Greenspace project have been shortlisted for Nature of Scotland awards.
- Income Generation options for NNRs Statement of Requirements (SoR) has been revised to include consideration of Covid-19-related impacts and re-issued for tender.
- Visitor pressure on NNRs remained high throughout Q2 with some poor behaviours necessitating the need to recruit additional temporary resource to support NNR staff in reactive clean-up work. Pressure is expected to continue into Q3.



Director's Report

Sally Thomas

Outcome 2 – The Health & Resilience of Scotland's Nature is Improved

Director Summary

- A new Environmental Data and Innovative Technologies team has been established to act as organisational hub to establish data needs and facilitate collection, management and effective use for both habitats and species data.
- Monitoring and Surveillance Report approved by Scientific Advisory Committee (SAC). This sets out a modern agenda to meet our needs from genes to ecosystems and will inform Protected Areas Committee (PAC) work on our approach to protected areas.
- Edinburgh Declaration published with NatureScot a supporting signatory.
- Our expertise and advice is being sought on nature and climate to inform Green Recoveries in Community Planning Partners (e.g, Orkney, Western Isles).
- We have finalised a partnership agreement with University of Exeter to undertake a full beaver survey of the Tay and its subcatchments, Forth and Lomond catchments.
- Species prioritisation work is progressing well, contributing to the Scottish Biodiversity Strategy project 4 (science).
- The Species on the Edge project is now staffed and underway.
- A third year of the Biodiversity Challenge Fund (BCF) was announced in the Programme for Government, with £3m from SG, including £1m via NatureScot for projects stimulating skills and training.
- Work on completing the Scottish Marine Science Strategy has restarted, with NatureScot leading a section on natural capital and ecosystem services.



Director's Report

Robbie Kernahan

Outcome 3 – More Investment in the Management of Scotland's Natural Capital

Director Summary

- We launched the *Shared Approach to Wildlife Management* in August. This was well received by partners. We have developed a further work programme to demonstrate applying the approach to a range of wildlife management issues, and this includes stakeholder contributions.
- We have made good progress in our role as a delivery partner for Agri-Environment Climate Scheme (AECS) by progressing contract extensions this year, in place of any AECS application round.
- We continue to position ourselves effectively to influence future rural policy with strong support from Scottish Government for piloting natural capital and outcomes based approaches, including extending our engagement on Piloting an Outcomes Based Approach in Scotland (POBAS) farm clusters and progressing with a CivTech challenge to innovate data collection generated by farmers.
- We launched the 2020 Peatland Action round and there has been a good response. We are assessing proposals and approving funding offers as fast as we can to allow work to proceed and anticipate committing at least the £5m provided so far by SG.
- We continue to support Green Recovery and have commissioned an audit of nature-based skills and jobs that will contribute to SG's *Green Workforce and Skills Development package*, identifying the investment in skills in the natural environment which will be needed in the next decade to deliver future ambitions across sectors from nature-based tourism, land and environmental management, forestry and low carbon farming to green finance.
- We have agreed that NatureScot will provide a support function for the future development of the 9 pillars of the £1bn Challenge Routemap (Scottish Conservation Finance Initiative).
- We secured funding from Crown Estate Scotland, Marine Scotland and offshore wind companies to fully cover the cost of a one year NatureScot post to develop the Scottish Marine Environmental Enhancement Fund.
- We have maintained our Planning for Great Places Service Statement commitments in the face of increased demand for advice alongside reduced capacity to deliver it.
- We have published guidance on assessing the impacts of development on Wild Land Areas.



Outcome 4 – We have transformed how we Work

Director Summary

- Scottish Natural Heritage rebranded to NatureScot on 24 August. There was strong engagement with staff on what the brand means to them throughout the quarter. In addition, we secured endorsement from a number of key stakeholders at go-live through digital channels (and addressed some criticism), broadcast a new, branded film on our purpose and goal and secured media coverage. The introduction phase of the strategy continues, as we prepare for the reinforcement phase.
- Primary focus of all business services continues to be placed on business resilience and staff wellbeing. Alongside this we have begun to build towards recovery through the development of our Green Recovery Action Plan, which has formed the basis of activity and engagement during the quarter to develop our business plan for 2021/22. We will continue with our 90 day planning approach for the duration of 2020/21.
- The recently published Programme for Government referenced our commitments made under this action plan, most notably in relation to addressing biodiversity loss and climate change and doubling our existing commitments to provide opportunities for young people, focused on degree level undergraduates as well as modern apprentices. A further 7 Graduate Placements, and a Graduate Apprentice role have already been offered during Q2 and plans are in place to bring a further Graduate Placement and 3 Modern Apprentices on line later this year.
- We have had the returns of our Homeworking survey and around 40% of staff have expressed a preference for working from home on a more regular or permanent basis. A risk assessment of the current homeworking environment was simultaneously conducted for all staff to evaluate the appropriateness of their homeworking set-up, given the continuing strong advice from government to work from home where possible. As a result of this we have instigated a process whereby staff can quickly receive the equipment they need to continue to work from home safely and effectively. This process also futureproofs provision for those staff who will continue to work from home once the crisis abates. This move to more regular homeworking is being reflected across the public sector and is in turn influencing estates strategies, with greater space and cost sharing through hubs, rapidly moving up the agenda, we are fully engaged in these discussions.
- Equally we recognise that there for some staff it is increasingly difficult to undertake their work at home and may need to have limited access to offices to work. Whilst it is becoming increasingly unlikely that the SG route map will move from phase 3 in the near future, where working from home is the default, we have been working hard to ensure that our offices and other workspaces are compliant with Covid-19 requirements to permit some limited use and to be ready once we do enter phase 4.
- The importance of nature to physical and mental health and wellbeing during lockdown has been clearly demonstrated. We have built on this through our Make Space for Nature (summer) social media and radio campaign. This campaign targeted new audiences, specifically those most likely to increase their time outdoors after lockdown. It achieved local and national media coverage including a BBC Radio Scotland radio interview with Francesca, articles in The Herald and Scotsman, above average social media engagement rates as well as a 70% increase in weekend traffic to nature.scot

Q3 Forward Look – Our next 90 Day Plan

	Focus	What we will deliver
	Key Communications	<ul style="list-style-type: none"> NatureScot will publish and promote the second wave of the Covid-19 Scottish People and Nature survey on public behaviours and attitudes to nature with Young Scot, and promote co-produced Scottish Outdoor Access Code video shorts. We will work with Visit Scotland to produce a national visitor management strategy, including targeted action for 2021 and promote responsible behaviours as a result of increased access to and enjoyment of the outdoors arising from Covid-19 restrictions, including reactive works on NNRs.
	Natura Conservation Advice Packages	<ul style="list-style-type: none"> These packages for Natura sites include management advice and are a requirement from the European Union. Q3 will focus on progressing packages to allow completion in Q4.
	Biodiversity leadership	<ul style="list-style-type: none"> We will agree the scope of Biodiversity Challenge Fund Phase 3 with SG and launch another round which will focus on our business plan priorities for 2021/22 to maximise spending and outputs. We will help Scottish Government to prepare the Biodiversity Statement of Intent We will progress work to complete the final analysis of Scotland's performance against the Aichi targets - the Aichi Report 20-20
	Marine designation	<ul style="list-style-type: none"> During Q3 we will support Marine Scotland in completing the designation/classification of Nature Conservation Marine Protected Areas and Special Protection Areas.
	Sustainable Growth	<ul style="list-style-type: none"> We will influence planning for a green recovery, including the 4th National Planning Framework, and new regional Spatial Strategies and Economic Partnerships. We will follow up the expected a SG statement on NPF4 including proposals to: secure positive effects for biodiversity; steer landscape change; and deliver place-specific collaborative planning. We will support Marine Scotland's Blue Economy Action Plan, with a particular focus on influencing the Strategy for Scotland's Sea Fisheries; contributing to a strengthened regulatory framework for aquaculture; and progressing the development of the Scottish Marine Environmental Enhancement Fund.

	Wildlife Management	<ul style="list-style-type: none"> We will work with SG on their responses to the Werritty and Deer Working Group reports and with stakeholders on the issues arising from these reports. We will set out the licensing approach for Mountain Hares and the impact of Covid on the 20/21 deer cull.
	Agri-Environment Climate Scheme (AECS)	<ul style="list-style-type: none"> We will embed nature based solutions into the redesign of CAP schemes by: processing contract extensions for land managers coming out of the 5 year agreements; working with SG officials to try to secure its continuation beyond this year. We will continue POBAS with 7 clusters to shape post 2024 rural policy and support We will commence three new projects (Landscape scale natural capital assessment, Natural capital assessment template and mainstreaming large-scale nature restoration); running a CivTech project to innovate in land managers use of data.
	Peatland Action	<ul style="list-style-type: none"> We will focus on issuing offers of funding to fully commit Peatland Action projects funding, allowing work to start and make substantial progress before winter weather impedes progress, making use of whatever flexibility in funding SG can provide.
	Net zero plan	<ul style="list-style-type: none"> During Q3 we will produce our first Net Zero Plan. This will commit us to a series of measures which, when combined, are expected to reduce our direct and indirect operational emissions and aim to bring us to Net Zero by no later than 2040. The plan will also cover emissions and offsetting arising from our use of land.
	Transformation Programme	<ul style="list-style-type: none"> Key elements of our Transformation Programme will reach fruition in Q3, ready to be rolled out across the organisation in Q4. Specific elements of M365 such as MS Teams and Sharepoint will deliver a far greater capability for internal and external collaboration and engagement.

ANNEX A – KEY DELIVERABLES SLIPPAGE – IMPACT AND ACTIONS

Outcome 1 – More people enjoying and benefitting from nature		
KD 14	Deliver a set of prioritised investment options to support income generation and diversification on our National Nature Reserves	Investment options for NNRs – Covid-19-related delays, now addressed, revised tender issued and expect to let the contract in Q3.
KD 15	Lead a wider discussion on improving the effectiveness of the current approach to Protected Areas	This is amber due to restrictions arising from Covid-19. There were delays arising from lack of availability of experts to develop the think-pieces and webinars to support the PAC review
Outcome 2 – The health and resilience of Scotland’s nature is improved		
KD 6	Lead on reporting on the state of nature and the actions taken to address IPBES drivers of change	Widespread Covid-19 impacts on projects that require field work (e.g. invasive species). BCF is rated amber as projects have had to start late and may not complete in-year (we expect c.£0.5m to re-profile into next year with an impact on our project budget in addition to the new BCF-3 fund (£1m)). Aichi target reporting is continuing on track although there may be issues with future analysis arising from the limited data collected by volunteers during lockdown
KD 7	Improve the way in which our marine data are managed, including through completing the scope and build for Marine Recorder 2020.	Marine recorder re-build - continuing delays in agreeing partnership funding - meeting with JNCC to discuss options
KD 8	Develop our approach to implementing the Scottish MPA Monitoring Strategy, including working with JNCC on the review of the Seabird Monitoring Programme, establishing a multi-year programme for seabed habitats and continuing to facilitate community-led monitoring	Monitoring strategy - ongoing delays from partners (MSS and JNCC) have affected benthic data supply and planned work on MPAs, and seabirds. Our own work to review benthic monitoring is progressing.
Outcome 3 – More investment in the management of natural capital		
KD 16	Advise and support Scottish Government in response to the independent reviews on Grouse Moor Management and Deer Management in Scotland	In the context of Covid-19-related delays to SG’s response to the Deer Working Group report we are working through the WDNA to ensure public agencies take forward DWG report key themes, i.e. actions on

		biodiversity loss, climate change and green recovery - without pre-empting the ministerial response to the report.
KD 20	Engage with key business interests and industry sectors to help them maximise the competitive advantage of nature and invest in the nature-based solutions required in response to the climate emergency and biodiversity crisis	Whilst we have been engaging with some business interests/sectors and the enterprise agencies at a senior level, our planned production of evidence and compelling narratives to support input to Enterprise Agencies, SCDI and the local authority economic recovery plans/discussions has been effected by Covid-19 related capacity. In Q3 we will clarify our shared ambition with Enterprise Agencies and put in place specific 'collaborative' projects with SE, HIE and SOSE. We will also increase our contribution to SCDI's Clean Growth Initiative.
Outcome 4 - Transforming the way we work		
KD 29	Deliver a more flexible and resilient capability through our Software Development priorities	Pace is slower than planned with only limited progress with Digital Licencing System and with MIDAS system redevelopment during Q2 as a result of staff changes amongst business leads. We continue to keep this under active review in order to determine whether developer resource may be better deployed on other priority work in the interim.
KD 30	Deliver public facing, spatial data alongside guidance and expertise on spatial data management through our GI/Spatial Systems & Service priorities	Demand for GIG services is unchanged, however Q2 has seen further reduction in team capacity due to the move of a team member to the PA&NR team. Recruitment currently underway to address this, but impact likely to be felt throughout Q3/4.
KD 32	Develop a ten year plan for our office portfolio which is aligned to NatureScot's new operating model and nature-rich vision for 2030	Slippage owing to Covid-19. Work was restarted late summer to progress building condition data; further Covid-19 restrictions may impact timetable further; meeting with SG in September to talk about progressing public sector hubs. Key dependency is understanding the future of offices/shift to homeworking.

KD 35	Making our information and data more valuable and re-useable to the public by adopting Re-use of Public Sector Information (ROPSI) and working towards 5-Star Open Data	We continue to have issues resourcing implementation of the open data plan actions due to long term staff absence and are actively seeking resolution. If we cannot find an alternative solution for this then work may need to be deferred into 2021/22. Whilst not ideal, we do not expect any adverse reputational impacts should this step prove necessary.
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Annex B - National Performance Framework Indicators

NPF Indicator
Lead reporting on:
Improve the condition of protected nature sites
Increase the abundance of terrestrial breeding birds: biodiversity
Increase natural capital
Contribute towards:
Increase people's use of Scotland's outdoors
Improve access to local green and blue space
Reduce Scotland's carbon footprint

1. Progress on each Indicator is undertaken annually and where an update occurs we shall provide a report here:

Visits to the outdoors

During 2019, 56.0% of adults are estimated to have visited the outdoors at least once a week, compared to 58.9% in 2018, and 44% in 2006, the baseline year.

Adults who reported their health to be good or very good were much more likely to visit the outdoors once a week than adults who reported their health to be bad or very bad. Similarly adults aged 75+ were less likely to visit the outdoors at least once a week compared to younger age groups. Adults living in less deprived areas were also more likely to visit the outdoors weekly than those living in more deprived areas.

In 2019 men were more likely than women to visit the outdoors weekly (58 percent compared to 54 percent). This was also found in 2017 when the figures were 54 percent and 51 percent, respectively. No such difference between men and women was observed in 2018.

For more info on this NPI you can visit <https://nationalperformance.gov.scot/visits-outdoors>.

Access to green and blue space

65.6% of adults lived within a 5 minute walk of their nearest green or blue space in 2019, compared to 65.3% in 2018.

People living in the most deprived areas are less likely to live within a 5 minute walk of their nearest greenspace than people in less deprived areas. This observation has been consistent over the time series the data has been collected.

In 2019, those in the 75+ age group were less likely to live within a 5 minute walk of the nearest greenspace compared to younger age groups.

There was also a marked difference by ethnicity, with 66% of those from the white ethnic group reporting living within a five 5 minute walk of the nearest greenspace, compared to 46% of those from ethnic minorities.

Those responding as having no religion or as Christian were also more likely to live within 5 minutes of a greenspace compared to those belonging to another religion.

For more info on this NPI you can visit <https://nationalperformance.gov.scot/access-green-and-blue-space>.

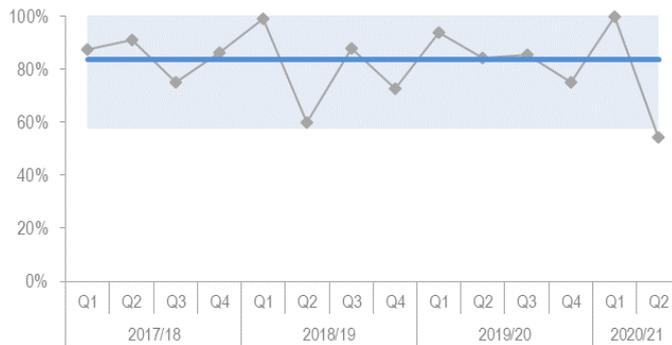
Progress on Customer Care Performance

2. Performance on customer care standards:

Complaints Handling

We responded to 11 complaints in Q2. Six (55%) were handled within standards.

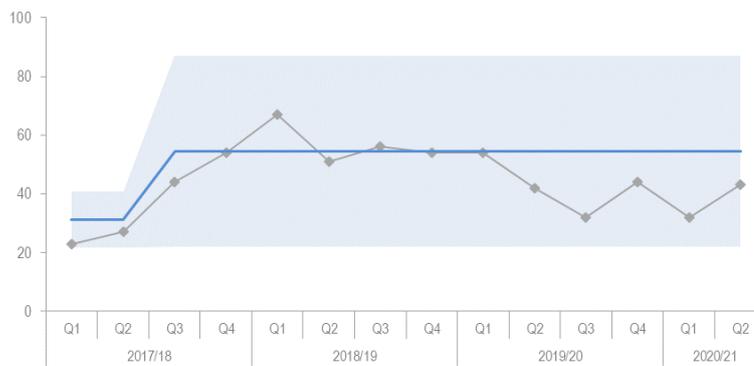
Customer Complaints



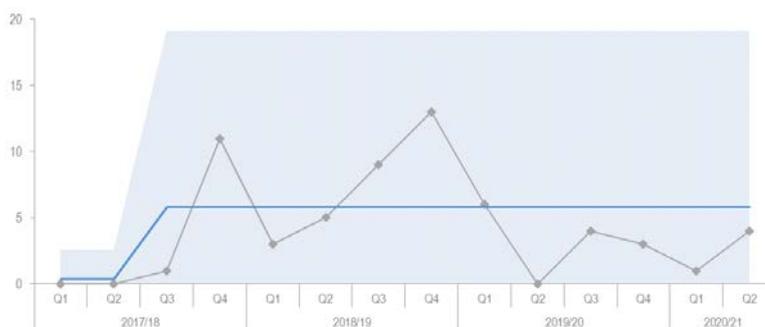
Responses to FOI Requests

We received 43 FOI requests in Q2 and were late on four occasions. Request numbers themselves don't highlight the full complexity of the casework - many of the FOI/EIR requests that we respond to involve large amounts of documents and cover contentious topic.

Freedom of Information - Volume



Freedom of Information - No. of Late/No Response



**TITLE: Q2 BUDGET AND PAYBILL REPORT TO BOARD**

Date: 28 October 2020

Purpose:	For Decision. To present the current financial position and proposed actions as at 05 October 2020 to Board and seek confirmation they are content with management of the NatureScot budget.
How does this link with our corporate priorities of improving biodiversity or delivering nature-based solutions to climate change	Corporate priority outcomes must be achieved within our budget constraints. Careful management of commitment, spend and available budget is therefore essential to ensure we optimise our use of these funds in support of our corporate priorities.
Summary:	At the end of Quarter 2 we are forecasting an overall underspend of £0.024m on the operating budget. Allocations Group will allocate budget against emerging demand and will maintain close monitoring of financial performance to ensure full budget outturn is achieved. £0.051m of capital budget is currently available for priority work – the capital budget is therefore projecting an underspend of this amount. The Allocations Group will continue to assess and approve suitable demand.
Actions	N/A
Recommendations:	Board to note the financial position as at 05 October 2020 and confirm they are content with the management of the operating and capital budget during 2020/21. To note that a precautionary approach to budget re-profiling, from this year into next year, to protect our ability to meet 2021/22 commitments was requested to SLT last month.
Report Author(s): Sponsor:	Roy Campbell Stuart MacQuarrie

Purpose

1. This quarterly finance report provides details on the current position for 2020/21 using financial ledger information from 05 October 2020.

2020/21 Operating Budget

2. The agreed operating budget (Resource DEL and Non-Cash DEL) as detailed within the 2020/21 Budget Allocation letter from Scottish Government is £48.058m (Capital budget is £1.000m). We are anticipating operating budget adjustments of £0.228m and £5.000m for Peatlands at the Autumn and Spring Budget Reviews. The report includes a planned contribution of £1.200m in respect of SRDP. We are therefore monitoring performance against an available budget of £52.086m. This budget is monitored and managed closely by Finance Planning & Performance team (FPP). Regular updating of forecasts by project managers, with input from FPP, allows a flexible approach to be used for allocating funding, taking into account in year surrenders of project budgets. This helps ensure corporate plan outcomes are delivered in line with a full budget outturn by 31 March 2021.
3. The operating budget position is monitored against a number of measures to ensure full utilisation by the financial year end.
4. The measures reported are:
 - **Allocations Trackers** – we set a target allocation of funds against projects, based on a percentage of the project budget, with a tolerance level above and below this target. To ensure high levels of early commitment we initially over allocate budget to projects up to a percentage approved by SLT (currently 5%) at the start of the year and then manage this down through the year by closely monitoring budget allocations, budget surrenders and re-allocation of funds. As the year progresses the tolerance level and target allocation reduces to arrive at full allocation at the end of the financial year. The allocation tracker is shown below at paragraph 7.
 - **Actual Spend Profile** – monitors the actual spend for the year to date and compares it against the previous financial year. This highlights any potential issues with the spend profile and allows follow up action to be taken if necessary.
 - **Hard Commitment Profile** – measures the hard commitment levels (orders placed) as a percentage of forecast project spend and compares it to the previous financial year. This highlights any potential issues with project delivery by the financial year end if spend commitments are not being progressed. We actively encourage early commitment as this enables a clearer forecast of the year end position.
 - **Paybill Outturn Trajectory** – the forecast of full year paybill spend based upon a detailed forecast of new starts, leavers and staff movements.

Headlines

5. As at 05 October 2020, of the 6 performance measures reported, three are rated green and 3 are rated amber. Board can be assured that our budget management processes have operated well over previous years and we remain confident they will continue to do so in 2020/21, providing the necessary control and oversight to ensure we use our available budget as effectively as possible. We remain alert to the risk of both project slippage and potential additional costs as a result of the Covid-19 situation and future long-term homeworking and are concentrating our efforts accordingly.
6. Having had a high allocation level with a forecast overspend over recent months we are now reporting below target allocation and a small underspend. This follows the team's efforts to identify and challenge uncommitted budgets. The surrendered budget can now be applied to appropriate demand to ensure we utilise it fully by year end.

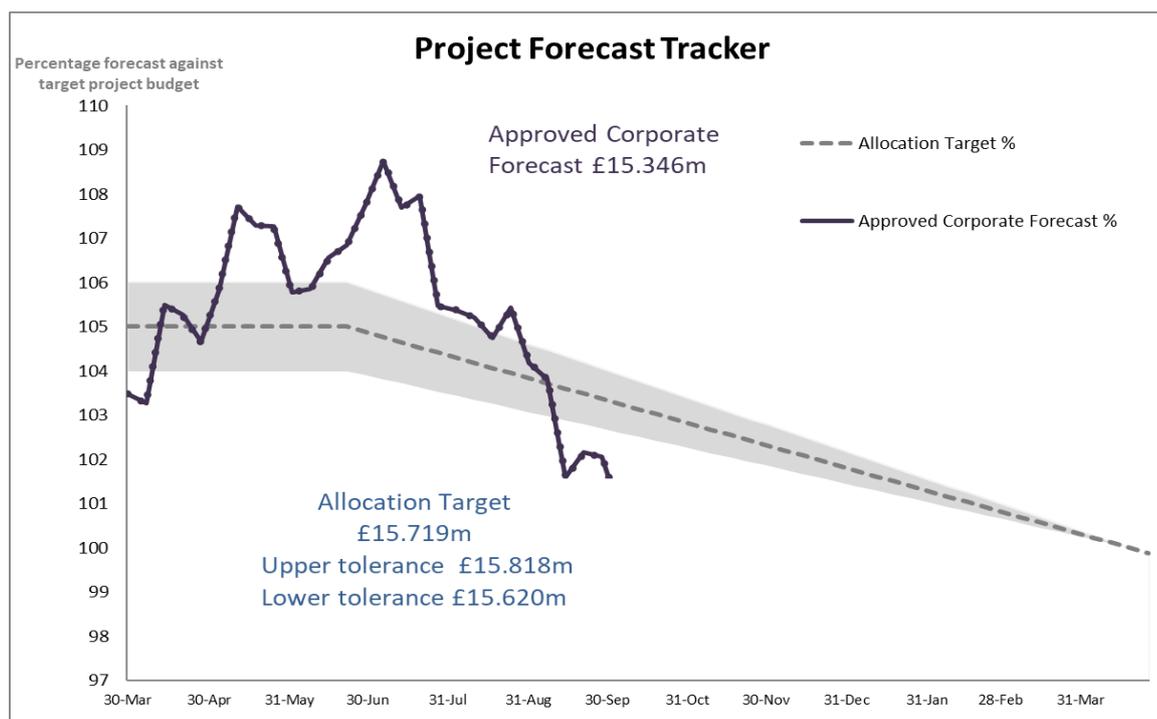
	Performance Measures	RAG
Operating	<ul style="list-style-type: none"> Allocation tracker Actual Spend Profile % Hard Commitment Profile % 	<ul style="list-style-type: none"> ● ● ●
Paybill	<ul style="list-style-type: none"> Paybill Trajectory 	<ul style="list-style-type: none"> ●
Capital	<ul style="list-style-type: none"> Actual Spend Profile % Hard Commitment Profile % 	<ul style="list-style-type: none"> ● ●

7. The summary operating budget financial position at 05 October 2020 is:

	Actual Spend	Total Committed	Forecast Outturn	Current Budget	Variance	Uncommitted Funds
Projects	3.816	12.052	13.432	12.724	(0.708)	1.379
JNCC	1.020	1.020	1.020	1.020	-	-
Non Cash	0.613	2.450	2.450	2.450	-	-
Total Paybill	13.622	27.801	27.801	27.895	0.094	-
Provisions	-	-	-	-	-	-
Slippage	-	-	(0.523)	-	0.523	(0.523)
Total Operating - excluding Peatlands & BCF	19.070	43.323	44.180	44.088	(0.092)	0.857
Peatlands	0.780	3.183	4.955	5.000	0.045	1.772
BCF	0.156	3.203	2.928	2.998	0.070	(0.275)
Total Operating including Peatlands & BCF	20.007	49.709	52.062	52.086	0.024	2.353

8. The project allocation level is £15.346m, £0.373m below our £15.719m target, £0.472m below our upper tolerance of £15.818m and £0.274m below the lower tolerance of £15.620m. This includes the £0.928m over-allocation of BCF grants against the £2.000m budget.

9. Our project allocation level is low at this stage in the year as we have been taking action to address the low level of committed spend on projects, as the uncertainty around the current restrictions may result in a budget underspend emerging later in the year when re-allocation of budget would not be practical. This has resulted in a high level of surrenders totalling £1.127m in September.
10. SLT have endorsed a budget recovery exercise to recover uncommitted budgets in order to recycle allocations to high priority work such as Youth Employment and Green Recovery actions. This will ensure we can utilise our budget fully by year end and meet emerging demand.



(Excludes Peatland Action & BCF Ring-fenced funding)	Budget & Allocation					Over (Under) Allocation	
	Budget	Forecast	Committed	Project Allocation	Target Allocation	£M	%
April	44.558	45.399	34.904	15.262	15.142	0.120	0.8%
May	44.558	44.929	39.505	15.255	15.142	0.113	0.7%
June	44.558	45.257	39.505	15.692	15.117	0.575	3.8%
July	44.558	45.322	40.262	15.563	15.403	0.160	1.0%
August	44.786	45.239	42.461	15.583	15.569	0.014	0.1%
September	45.086	45.107	43.323	15.346	15.719	-0.373	-2.4%

11. The current paybill forecast for 2020/21 is £27.801m (excluding Peatlands), £0.094m of an underspend against budget. This amount is available for re-allocation to high priority staffing or project spend.

2020/21 Capital Budget

12. The agreed capital budget is £2.000m. This is made up of an initial allocation of £1.000m and an additional £1.000m in respect of GovTech Catalyst funding that we are expecting to receive at the Autumn Budget Review. We also anticipate income, as detailed below.
13. Capital budgets have been allocated across a number of project types and the current position is detailed below:

Project Type	Actual Spend £m	Total Committed £m	Forecast Outturn £m	Current Budget £m	Variance £m	Uncommitted Funds £m		
							Forecast Capital Spend	1.949
							Capital Funding	
Vehicles	0.015	0.117	0.732	0.732	-	0.616	Grant in Aid Capital DEL	1.000
IS Projects	0.020	0.075	0.158	0.158	-	0.083	GovTech Income	1.000
NNRs	0.027	0.027	0.075	0.075	-	0.048	Asset Disposal Proceeds	-
Property Projects	0.040	0.103	0.356	0.356	-	0.253		
TWP	0.002	0.016	0.015	0.015	-	(0.001)		2.000
Can do Challenge	0.013	0.013	0.013	0.013	-	(0.000)		
GovTech	-	-	1.000	1.000	-	1.000	Available to Allocate	0.051
Income	-	-	(0.371)	-	0.371	(0.371)		
Over-Allocation on Budget	-	-	-	(0.350)	(0.350)	-		
NBV - Asset Disposals	-	-	(0.030)	-	0.030	(0.030)		
Total	0.117	0.351	1.949	2.000	0.051	1.598		

14. We have identified income of £1.401m from a combination of GovTech, Can Do Challenge, new vehicles, charging points, Dunnet Forest asset transfer and Asset Disposals. This increases our ability to spend on capital projects to £2.401m. The purchase of electric vehicles and charging points (£0.732m) is in progress with Transport Scotland. Of the total budget, we have £0.051m available to allocate against high priority demand.

Corporate Position

15. The overall operating forecast position based on figures as at 05 October 2020 is an underspend of £0.024m. This underspend reflects the recent exercise to encourage commitment or surrenders on uncommitted projects and includes a deduction for SRDP of £1.200m. The paybill forecast is currently reporting an underspend against budget of £0.094m.
16. The impacts of COVID-19 restrictions are likely to result in an underspend in respect of previously planned work. Additional costs are also likely to arise relating to additional equipment for homeworking and building recommissioning costs. The recent divergence of hard commitment levels and actual spend from 2019/20 levels are in large part a consequence of Covid-19. The Business Partnering approach and the work to ensure project spend is committed and surplus project budget surrendered has seen an upturn in the project

commitment level, although this work will continue through Q3. Whilst we will analyse information on slippage to ensure that any knock-on impacts for 2021/2022 are identified and built into financial planning we intend to establish the principle of minimal budget carry over into 2021/22 to encourage full spend in the current year and reduce budget pressures in 2021/22.

Peatlands

17. Scottish government have made £5.000m available to NatureScot to fund Peatland Action restoration, conservation, management and staff costs for 2020/21. Although the nature of this funding remains subject to formal confirmation we have allocated the £5.000m in our budget to allow on site work carried forward from 19/20 to be completed. £0.780m has been spent so far and full budget spend is anticipated. Peatland allocations are not included in the over-allocation measure.

Recommendations

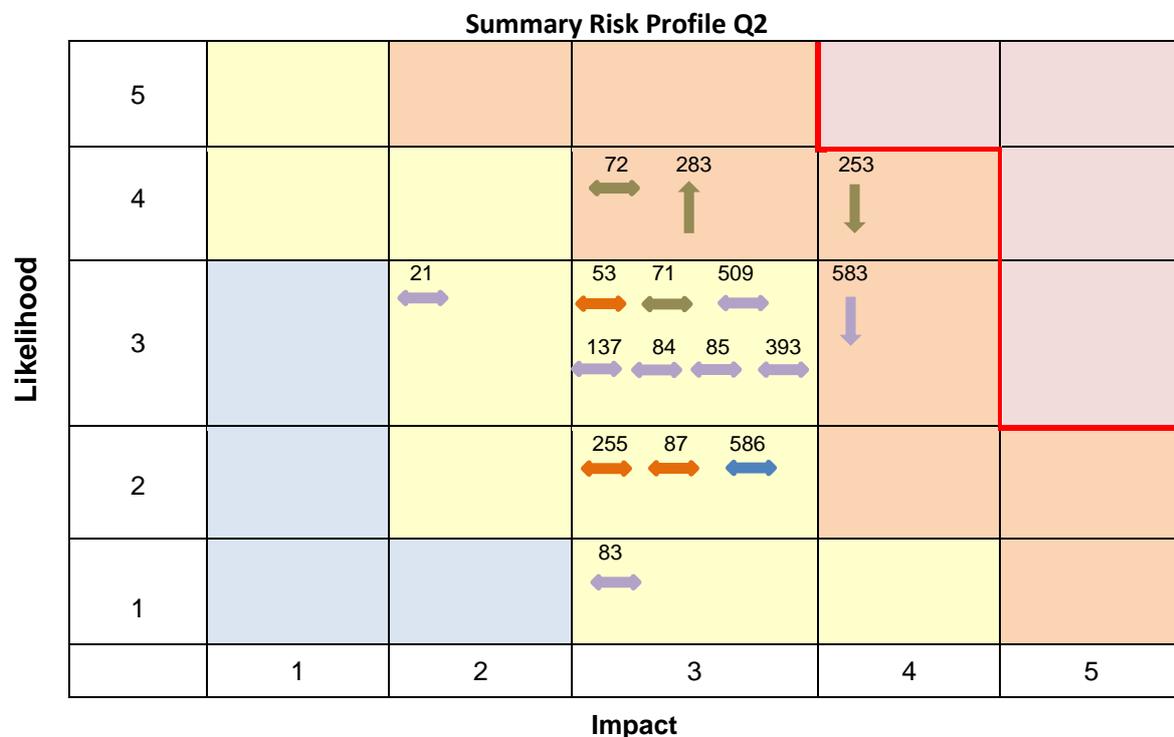
Board is asked to:

- Note the financial position and proposed action as at 05 October 2020 and confirm they are content with the management of the Operating and Capital budget during 2020/21.
- Note that we have implemented a precautionary approach to budget re-profiling from this year into next to protect our ability to meet commitments expected next year.

Finance, Planning & Performance
05 October 2020.

Q2 Risk Report

1. This part of the report provides Board with an update on actions to manage corporate risks and any changes to the Corporate Risk Register. A full report will be provided to the Audit & Risk Committee at their August meeting.



↑ Risk score has increased in the last quarter
↓ Risk score has decreased in the last quarter
↔ Risk score has remained the same in the last quarter

Blue – ‘People & Nature’
Orange – ‘Caring for Nature’
Brown – ‘Sustainable Growth’
Violet – ‘Business Transformation’

Low	Medium	High	V. High
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2. The summary risk profile provides an overview of corporate risks and any shifts in their ratings. There are a total of 16 risks, most are currently rated Medium with four rated High. There have been three changes to risk scores during Q2. The first of these concerns Risk No 283 ‘Wildlife Management – Ability to Influence Stakeholders’, which has seen its likelihood increase and a corresponding increase to a High rating. This primarily relates to the impending response by SG to the Werritty and Deer Working Group reports and follows the changes announced to the protection of Mountain Hares. More details are contained in the Annex to this report.
3. The other two changes reflect reductions in risk likelihood scores. During Q1, Risk No 253 ‘Peatland Action – Annual Funding Cycle’ had increased to a Very High rating as there was no firm financial commitment from SG. However, following confirmation in July that we would receive £5m of funding to cover running costs, the risk reverted back to being rated High. This rating still reflects the threats from the current approach to funding and what progress can be made this year in achieving restoration targets. The other reduction is to Risk No 583 ‘Covid-19 Pandemic – Business Impact’. The overall rating remains at High, but due to the

level of mitigation in place has been reduced from a likelihood score of 4 to 3. Further details about these two risks are also highlighted in the Annex.

4. **Outcome 1** – there is one corporate risk identified against delivery of this Outcome (Medium-rated) concerning the management of structural funds - Green Infrastructure and Cultural & Heritage Fund. During Q2, we made a request to the Managing Authority which was subsequently agreed, to extend both Strategic Interventions until 2023 due to delays caused by Covid-19. Some projects will still need to be re-profiled or re-scaled which may reduce the overall impact of the programmes although some of this may be expected anyway.
5. **Outcome 2** – three corporate risks (all rated Medium) continue to be identified against delivery of this Outcome. The first of these is the opportunity to demonstrate the key role that nature plays in addressing climate change (No 255). The programme board who oversee this work are becoming more established and effective in influencing climate-related work across the organisation. Progress is being made in shaping its strategic elements and an update to the Climate Action Plan is due to be published in December. The other two risks concern our Natura advice (No 87) and our role in developing management proposals for our Marine Protected Area (MPA) network (No 53). On the former, alongside the tracking of European and domestic case law, the focus has been on preparations on post EU Exit with Nature site data currently being transferred into the Bern Emerald network database. Dialogue with stakeholders over the management of the MPA network is being impacted due to attention being drawn away by Covid-19 and by EU Exit issues. We continue to collate information however to highlight the effectiveness of the Network.
6. **Outcome 3** – there are four corporate risks to delivery of this Outcome, two of which have had their risk ratings adjusted during Q2 and highlighted in the introduction. The other two relate to the SRDP programme. The first of these, No 72 'SRDP – Outcomes for the Natural Heritage', continues to be rated High although we took a range of high level mitigation actions during Q2 including our engagement with both Cabinet Secretaries to set out the benefits for biodiversity from the Agri-Environment & Climate Scheme. Further details are contained in the Annex. The other related risk concerns our role in the management of the scheme (this risk has not been updated. This has been followed up with the risk owner).
7. **Outcome 4** - there remain a total of 8 corporate risks to delivery of this Outcome. The most significant of these continues to be business impact from Covid-19 (Risk No 583). However, we have a robust set of mitigation measures in place and have introduced new processes to manage business resilience. As a result, the likelihood score has been reduced from a 4 to 3 although this does not change the overall risk rating. More details are included in the Annex.
8. All the other risks remain rated Medium. This includes those relating to staff resource management (No 137), budget management (No 21) and paybill management (No 83). These all continue to be satisfactorily managed although the threats to budget management does have an additional layer of risk as a result of the Covid-19 pandemic. More details about this is highlighted in the accompanying finance report.
9. A number of strategic-related risks also continue to be satisfactorily managed. This includes Risk No 85 'Adapting to strategic change' which has seen additional controls being implemented around our engagement in Green Recovery actions and our work on developing

our future value propositions. The work on Green Recovery actions has also acted as an additional measure to help realise the opportunity for more Joint Working (Risk No 84) as well as our leadership role within the Environment and Economy Leaders Group (EELG) around our net zero ambitions. We also continue to review the measures to manage our future funding (Risk No 393) with scenario planning underway for 2021/22.

10. Finally, the risk of a no deal EU Exit (Risk No 509) continues to be overseen by the EU Exit programme board. With on-going uncertainties around a resolution to the current EU/UK trade deal talks, we continue to keep our readiness plan under regular review, and will also continue to work with the SG EU Exit Network over any further arrangements that may be required.

High Rated Risks

No	Description	Impact	Likelihood	Rating	Comments
253	<p>Peatland Action - Annual funding cycle</p> <p>As a result of the programme having single year budget allocations, there is a risk that the project will not meet restoration and spend targets, given the tight site work window of Q3 & Q4, the vulnerability to winter weather and the impact on stakeholder confidence and capacity, which may result in a lower contribution to tackling the Climate Change Emergency.</p>	4	4	High ↓	In this abnormal year it has not been possible to make further progress with mitigating this risk. However, likelihood score was reduced in early Q2 following confirmation of funding for 2020/21 although overall rating remains at High.
283	<p>Wildlife Management – Ability to Influence Stakeholders</p> <p>As a result of deeply held and polarised views amongst stakeholders there is a risk that we are unable to secure their compliance and co-operation on the management of wildlife. This could result in the failure to achieve planned outcomes for wildlife and nature.</p>	3	4	↑	<p>The recently launched shared approach principles to wildlife management is a key strand in mitigating this risk. However, the likelihood of this risk has increased, primarily due to the impending SG responses to the Werritty and Deer working group reports following announced changes in protection of Mountain Hare. We have specifically seen a deterioration in relations with the Scottish Gamekeepers Association, around mountain hare, licensing approaches, and aspects of deer management.</p> <p>Whilst current controls will be maintained, there is an increased need to manage relationships with key stakeholders, particularly those capable of leadership and influence within the land / wildlife sector. The positive Audit Report produced in Q1 made one key recommendation - to take forward development of a new approach to monitoring the health of relationships with external stakeholders.</p>
72	<p>SRDP – Outcomes for the Natural Heritage</p> <p>As a result of NatureScot's dependency on the SRDP Programme as a funding mechanism, there is a risk that the overall level of funding available, the options, financial incentives, as well as the transaction costs for smaller applications may not be sufficient. This may result in the limited delivery of some of NatureScot's corporate priorities, notably those that influence the NPF Indicators for Protected Nature Sites and Biodiversity, and for the wider outcomes we are helping to deliver.</p>	4	4	High ↔	We are positioned as a key adviser to SG and are playing a strong role to address this risk. We took a range of high level mitigating action over the last quarter including meetings with Mr Ewing and NFUS, and writing to Ms Cunningham, setting out the biodiversity benefits of AECS.
583	<p>Covid-19 Pandemic - Business Impact</p> <p>As a result of the current Covid-19 pandemic, there is a risk that planned business activities and outputs may be significantly impacted due to: reduced productivity levels (move to working from home and the potential for significant staff absences); the potential for a reduced capacity by stakeholders and partners to undertake joint-work; and, due to the potential for reduced public sector funding in the future. This could result in a failure to complete or maintain progress on a range of existing and planned work activities and consequently limit delivery of our business plan priorities.</p>	4	4	High ↓	The mitigation to manage this risk continues to evolve, reflecting the dynamic nature of the threats to business resilience and the actions to support business recovery and wider support for a 'green recovery'. All of this continues to be managed through the governance established under our business response model. Following its review by the Strategic Business Recovery Group, the level of mitigation now in place is considered to be sufficient to enable the likelihood score to be reduced from a 4 to 3, however this does not affect the overall rating which remains at High.



Title: People Report Board Summary – Q2 2020/21

Date: 28 October 2020

Purpose:	For Information
How does this link with our corporate priorities of improving biodiversity or delivering nature-based solutions to climate change	Provides analysis of our people data to enable action in support of our corporate priorities - to enhance biodiversity and deliver nature-based solutions to tackle climate change. Ensuring that our people are delivering against the expectations and priorities of government.
Justification if labelled 'Official – Sensitive'	
Summary:	This report provides Board with the People Report for Q2 2020/ 2021. 7 of the 10 indicators are rated green, 2 are rated amber, while 1 is red.
Actions	No specific action required
Recommendations:	Board to note the information provided
Report Author(s):	Kirsten Makins, Project Management Officer, Alison MacDonald, People & OD Manager, Lynda Thomson, Head of People & OD.
Sponsor:	Jane Macdonald, Director of Business Services and Transformation



Purpose

The purpose of this paper is to provide Board with a snapshot of our people data, progress and performance at the end of Q2 2020/21. This includes information on health, safety and wellbeing, workforce demographics and workforce development, along with information on employees and the impact they have had on the delivery of our priorities.

Recommendations

Board are asked to note performance and actions for Q2 2020/21 as illustrated in the People Report.

Summary of progress

We continue to focus on strategic issues that have arisen as a result of the current Covid-19 pandemic, in the context of our analysis of our people data. We have supported our people to continue to work from home during Q2, and have undertaken risk assessments, and a homeworking offer, along with the purchasing of homeworking equipment.

We have checked in with people to ensure our focus remains on individuals' wellbeing, whilst progressing the reopening of our outdoor spaces and permitted access to offices for those who have a requirement to return to the office – for either organisational need or wellbeing purposes.

We continue to work closely with others to ensure consistency of approach and are in regular contact with SG to ensure we continue to support, whilst also meeting our strategic and operational goals as an organisation.

We have had no confirmed cases of Covid-19, and no new unconfirmed cases in Q2.

In Q2 we have paid 3,600 hours (down from 11,908 in Q1) of special leave across 118 employees plus 21 hours of special leave to employees volunteering for Covid-19 related activities (down from 81). This amounts to approximately 0.35% of our total available working hours. The re-opening of schools and nurseries has been the main change (though a minority of staff have yet to have their children return).

Discoveries from the wellbeing surveys

Response rates for our pulse surveys have been 50% (350), 57% (399), 47% (331), 50% (329) out of c700 employees. Anything over 33% is seen as good, with anything over 50% excellent, according to survey professionals. The surveys were undertaken in April, May, June, and September, with a 5th survey due to happen in October.

- **More resilient and happy workforce**

Around half of respondents are experiencing heightened stress and anxiety during this period yet our absence rates remain low (in general, though a jump this quarter in personal stress absence). The sense of active workload management has remained very high (81% in



September; 5% drop), our sense of connection to our teams remains very high (91% in September; 4% drop). There has been an 11% drop (to 56% of people) to those feeling positive about the future.

- **Wellbeing is central to our leadership approach**

93% of respondents in September reported they are having or have planned regular Personal Development Conversations (PDCs) with their manager (3% rise). 93% said they discussed their wellbeing with their manager and 75% discussed their development (1% and 2% rises respectively).

We continue to make more learning available online on topics that suit the current situation. In the September survey, 17% of respondents said they have increased time spent on their learning over the last three months (4% drop; 24% still say “about the same”).

Transforming the way we work

Work to address inequalities and representation has increased in momentum. We have set up two new networks (BAME, LGBT+) and have a Change Partner meeting in late October. Youth employment work continues apace and will tackle the red score on that indicator.

Next Steps

We are building on the experience of the last few months to accelerate work we had planned for later in the year. We are:

- Reviewing our employee assistance programme. Uptake has been lower than we anticipated over Q1-2, given the circumstances. We want to make sure our solution is the right one. This will happen in Q3.
- Introducing a new solution to employee engagement and wellbeing.
- Promoting our enhanced homeworking support package.
- Delivering a programme of engagement activities covering the range of programmes within the Transformation Portfolio. This is currently shaping up to be delivered in a festival/carnival style with various options for participation on topics such as: M365, team development, inclusion, and our learning framework.

Health, Safety & Wellbeing

Engagement & Wellbeing

- Wellbeing Surveys:
- 8% decline in people feeling connected to other colleagues
- 93% are having, or have planned PDCs

Sickness

1.03 Average Sick Days 0.37 Average Stress-Related Sick Days

Employee Assistance Programme

4.08% staff have used EAP

Accidents and Near Misses

7 Accidents 0 Near Misses

Workforce Diversity

Youth Employment

1.13% 16-24 year olds

Expansion of placements • Youth Engagement Action Plan • Youth Guarantee Scheme

Workforce Demographics

65+
60-64
55-59
45-54
35-44
25-34
16-24

18 New Starts 7 Leavers 11 Internal Movers

Employee Relations

21 Open Cases

Equality and Diversity

LGBT+ Network Tea Break Study Groups (Gender, Race, Intergeneration) EQIA Improvement Development of GAME Network

Workforce Development

Learning and Development

17% of wellbeing survey respondents said they have increased the time spent learning since the last survey (June)

We have developed a package of learning materials for everyone working at home, due for launch in Q3

Rating System



Yearly Summary Tog: Q4 Q3 Q2 Q1

Health, Safety and Wellbeing		Actions
Employee Engagement and Wellbeing	<ul style="list-style-type: none"> • Latest wellbeing survey responses remains broadly positive. • There has been a significant rise in those who are holding or planning PDC's, which we continue to encourage. • We continue to see a decline in those who feel positive about the future and an increase in those who are feeling more stress. • Isolation, lack of interaction from home and rising workloads were the main areas for concern. • The learning package for home working will be launched during Q3 which will build on the areas of concern raised in the survey. 	<ul style="list-style-type: none"> • Continue focus on immediate response to Covid-19 crisis. • Continue to encourage teams to connect either formally or informally. • Make wellbeing part of every meeting. • Continue focus on people engagement in order to gain more regular feedback from employees on engagement and wellbeing.
Sickness	<ul style="list-style-type: none"> • The significant decrease in sickness previously recorded continued during Q2. • There is a modest increase in stress-related absence but still well within the normal variation. • There have been no Covid-19 cases recorded during Q2. • There will be an introduction of more dynamic approaches to encourage people to track their own wellbeing and take action. 	<ul style="list-style-type: none"> • We are continuing to monitor absence, special leave and coronavirus absence on a weekly basis and reporting this to SLT weekly and Partnership quarterly. • We continue to encourage regular check-ins with teams and individuals. • The promotion of resources on our intranet wellbeing page and for managers to have regular discussions around wellbeing and workloads.
Employee Assistance Programme	<ul style="list-style-type: none"> • We have seen a return to more normal usage this quarter and this may reflect the wellbeing survey results where some employees experienced heightened anxiety. 	<ul style="list-style-type: none"> • We will continue any actions resulting from any presenting issues to the EAP concerning Coronavirus and its impact on the wellbeing of our employees. • We will review the EAP service provision in line with feedback from our annual wellbeing survey.

	<ul style="list-style-type: none"> • Usage continues to be consistent with levels across the Scottish Public Sector. • Our wellbeing survey results showed that 20 employees had used EAP resources to support their mental health which indicates that some are finding the available online and promotional information useful. 	
<p>Accidents and Near Misses</p>	<ul style="list-style-type: none"> • The trends in accidents and near misses are lower, which is to be expected with the default position of working from home. • This trend is expected to continue for as long as we continue to work from home. 	<ul style="list-style-type: none"> • Continue to support the finalisation and implementation of office reopening protocols. • Continue to support employees to make reasonable adjustments in the way they work in order to maintain as healthy and safe a working environment as possible. • We continue to support the restart of outdoor fieldwork and the process for the formal reopening of NNRs.
<p>Workforce Diversity</p>		<p>Actions</p>
<p>Youth Employment</p>	<ul style="list-style-type: none"> • Our youth employment level remains below the SG target of 5%, hence the red rating. However the number of youth employment placements is higher than at any point in the past 10 years. We anticipate a return to amber rating in Q3. • Employment and retention will continue to be a challenge for us, not least due to our very low turnover rate. • Our increased plans for placement and apprenticeship opportunities will help address this. 	<ul style="list-style-type: none"> • During Q3 we will welcome 16 graduate placements and 2 graduate apprenticeships. • We will look at how we can utilise the Youth Guarantee Scheme and Kickstart. We are working with SDS to identify opportunities through the Steering Group.

<p>Workforce Demographics</p>	<ul style="list-style-type: none"> • NatureScot has a very stable workforce, with very low rates of employee turnover and very little change in our overall demographics. • We are seeing a gradual increase in internal movement, which reflects a successful change in our resourcing approach and also shows that opportunities for development are increasing. • We will continue to see an increase in new starts as a result of the youth employment programme. • 64% of holiday leave has been taken or booked. This is not a cause for major concern at this stage of the year. • Paid special leave has reduced significantly over Q2, due to schools and nurseries reopening. 	<ul style="list-style-type: none"> • Continue to progress implementation of our organisational development framework activities. • Continue to support employees who are trying to work from home during this situation. • Continue to focus on the design of our improved youth employment programme. • We will continue to monitor levels of special leave and regularly review with other organisations to ensure consistency of approach across EELG group.
<p>Employee Relations</p>	<ul style="list-style-type: none"> • The level of cases continue to be within the normal reset range. The largest category of casework relates to long term absence, followed by performance issues. • We will continue to support change through our OD activities, with particular focus on contractual changes for those employees who wish to permanently or regularly work from home. 	<ul style="list-style-type: none"> • During Q3 we will deliver team development activity as part of our OD framework which will reinforce the learning from understanding self sessions. • We have 12 trainee coaches working towards qualification and are currently providing a coaching service for approximately 30 'clients', much of this is focused on employee relations and will assist in keeping formal caseload to a minimum. • We will continue to develop our resilience across and within teams. • We are monitoring and providing appropriate support for any casework arising from implications of the Covid-19 crisis.

<p>Equality and Diversity</p>	<ul style="list-style-type: none"> • There is very little movement in our equalities data from previous quarters. • The under-representation of people from BAME backgrounds in NatureScot is replicated across environmental organisations and nature-based activities. • Adjustments to the classification of ethnicity in Fusion are planned, and once this has been adjusted an ethnicity campaign will be run. • There is a continued focus on the process and template for EqlAs. 	<ul style="list-style-type: none"> • There have been successful study groups on race, gender and intergenerational issues completed in Q2. • We have set up LGBT+ and BAME networks. • Early work with Backbone is underway to facilitate a symposium to bring together environmental organisations and communities on how to work better together.
<p>Learning and Development</p>	<ul style="list-style-type: none"> • Responses from the wellbeing survey indicate that people are maintaining the time they spend learning. • We hope that the actions we take as part of our transformation programme will deliver the aim of becoming a learning organisation. This includes implementation of our learning framework. 	<ul style="list-style-type: none"> • The package of learning for all those working from home (variations are: all of us, managers of remote workers and those choosing permanent home working). • Encourage people to attend a Showcase Your Work or Tea Break Study Group. • The continued development of our overall learning framework will also remain a focus for Q3.